SAINTIS
publishing

Research Article

The Influence of Job Involvement and Organizational Commitment on Organizational Citizenship Behavior of Civil Servants at UPTD Puskesmas Korpri Kubu Raya Regency

Syahroni Pratama*, and Arninda

Faculty of Economic and Business, Universitas Muhammadiyah Pontianak, Pontianak, Indonesia, 78123
*Corresponding Author: 211310061@unmuhpnk.ac.id | Phone: +62 815-4575-0341

ABSTRACT

This study aims to analyze the influence of Job Involvement and Organizational Commitment on the Organizational Citizenship Behavior (OCB) of Civil Servants (PNS) at UPTD Puskesmas Korpri, Kubu Raya Regency. The research uses an associative quantitative approach with 36 respondents selected using a saturated sampling technique. Data were collected through questionnaires and interviews. The regression analysis results show the equation $Y = 1.895 + 0.241X_1 + 0.312X_2$ with a correlation coefficient (R) of 0.630, indicating a strong relationship category, and a determination value (R^2) of 39.6%, while the remaining 60.4% is influenced by variables outside the research. The F test results indicate that Job Involvement and Organizational Commitment simultaneously have a positive and significant effect on OCB. The partial t-test results also show that Job Involvement and Organizational Commitment have a positive and significant influence on OCB. In conclusion, employee involvement and commitment make a real contribution in shaping organizational citizenship behavior within the health center environment. Future researchers are suggested to consider adding other variables such as job satisfaction, transformational leadership style, organizational culture, work environment atmosphere, work motivation, or work-life balance. By including these variables, the results are expected to provide a more comprehensive picture of the factors influencing organizational citizenship behavior (OCB), especially in health service institutions.

Keywords: Job Involvement; Organizational Commitment; Organizational Citizenship Behavior

1. INTRODUCTION

In 2025, the population is projected to continue increasing. Health is one of the most important aspects to ensure that everyone can carry out their daily activities properly. Along with this, the availability of health facilities and health workers is increasingly needed to support this. We can see that almost every region now has health services that support the welfare of the community. Of course, every health institution needs to maintain a good image in order to gain trust and positive responses from the community. To achieve this, improving the quality of Human Resources (HR) is very important to carry out.

According to Sebayang et al. (2023:2) human resource management (HRM) is both a concept and a practice related to how an organization manages and develops its existing human resources. The scope of HRM covers various aspects, starting from workforce planning, the recruitment and selection process, training and development, performance management, providing compensation and incentives, to managing employment relations. Meanwhile, UPTD Puskesmas Korpri Kabupaten Kubu Raya is one of the government-owned community health centers located at Jalan Prasetya, Komplek Griya Korpri, Sungai Raya, Kabupaten Kubu Raya. This health center serves as one of the main public health service centers, especially for residents in the Sungai Raya Dalam Ujung area and its surroundings. As a community health center, UPTD Puskesmas Korpri Kabupaten Kubu Raya currently only provides outpatient services and does not yet have inpatient facilities. The number of outpatient visits from 2022 to 2024 can be seen in **Table 1**.

Table 1. Outpatient Visit Numbers for 2022–2024

Year	Number of Visits	Increase/Decrease
2022	8.796	-
2023	10.112	14,96 %
2024	11.864	17,32 %

Source: UPTD Puskesmas Korpri Kubu Raya, 2025

Based on **Table 1**, it can be seen that the number of patients has increased every year. In 2023, visits increased by 14.96% compared to the previous year, while in 2024, the number of visits again rose by 17.32%.

UPTD Puskesmas Korpri Kabupaten Kubu Raya has several employees who are expected to support the achievement of the health center's goals in providing the best health services for the community. The number of employees at UPTD Puskesmas Korpri Kabupaten Kubu Raya totals 49 people, consisting of 37 civil servants (PNS) and 12 non-PNS employees. Currently, this health center does not yet have employees with P3K status. Employee absenteeism from 2022 to 2024 shows that in 2022 there were 64 absences, consisting of 26 leave permits and 38 sick days. In 2023, the number of absences rose to 84 times, consisting of 35 leave permits and 49 sick days. This indicates an increase in absences compared to the previous year. Meanwhile, in 2024, there was no recorded data for leave or sick absences because UPTD Puskesmas Korpri began implementing an annual leave policy of 12 days per employee. With this policy, leave and sick days are included in the leave category so that the absence rate is recorded as zero.

Based on interviews with the Head of the Administration Subdivision of UPTD Puskesmas Korpri Kubu Raya, Mrs. Rosdiana, A.Md.Keb, it was found that the main reasons for employees taking leave are generally due to personal matters outside of work. Meanwhile, absences due to illness occur because of declining employee health conditions, requiring time to rest. According to Hasibuan (2002) in Maskur et al. (2024), work discipline is the awareness and willingness of individuals to comply with all applicable regulations and prevailing social norms. Awareness here is defined as a person's voluntary attitude in complying with regulations, accompanied by an understanding of their respective duties and responsibilities. Meanwhile, willingness is the actual behavior in implementing company rules, whether written or not. Lestari & Kusyana (2024) state that the level of job involvement can affect how well an employee performs, so job involvement has a significant influence on performance. Organizational commitment impacts employee performance because commitment shows a strong desire to remain working in the organization (Dahliyanti et al., 2019). Meanwhile, according to Anwar (2021), organizational citizenship behavior also has an important influence on employee performance because employees who are willing to carry out tasks beyond their job description will make the organization more competitive.

From 2022 to 2024, the performance appraisal for Civil Servants (PNS) at UPTD Puskesmas Korpri Kubu Raya refers to Minister of Administrative and Bureaucratic Reform Regulation (Permen PANRB) Number 6 of 2022 concerning the Management of Civil Servant Performance, which assesses a combination of work results and work behavior in five predicate categories, ranging from Excellent to Very Poor. Based on internal data, employee performance achievements over the past three years show a relatively stable trend with an increase in the Excellent category. In 2022, there were 7 employees with an Excellent rating, which increased to 10 people in 2023 and reached 12 people in 2024. Meanwhile, the Good predicate still dominates with 22 employees in 2022, slightly decreasing to 18 people in 2023 and rising again to 20 people in 2024. Employees with the Needs Improvement predicate were recorded at 8 people in 2022, 9 people in 2023, and decreased to 5 people in 2024. Overall, this data shows that the performance and work behavior of employees at UPTD Puskesmas Korpri Kubu Raya are mostly in line with expectations but still need to be encouraged through continuous development so that the number of employees with Excellent performance ratings can continue to increase each year. According to Podsakoff et al. (2023), high job involvement can improve employees' ability to adapt and grow in their careers, meaning that job involvement affects employee performance. Darmawan (2022) states that organizational commitment in the public sector plays an important role in improving employee performance. Ramos & Ellitan (2023) reveal that organizational citizenship behavior has a significant impact on organizational performance, both in the public and private sectors.

Based on the services and facilities provided to the community, the Community Satisfaction Index (IKM) at UPTD Puskesmas Korpri Kubu Raya shows an upward trend every year. In 2022, the IKM score was recorded at 80.70 with service quality categorized as Good. This score increased to 83.75 in 2023, up about 3.78% from the previous year. A more significant increase was seen in 2024, with the IKM reaching 93.65, an increase of 11.81% from 2023. Overall, this achievement shows that the service quality at UPTD Puskesmas Korpri Kubu Raya has consistently been in the Good category every year, reflecting continuous efforts to improve the performance of the service unit. Research conducted by Ade et al. (2018) shows that job involvement has a positive and significant effect on organizational citizenship behavior. Furthermore, Terressa (2023) research shows that there is a positive and significant influence between organizational commitment and organizational citizenship behavior.

Based on the overall description and research findings, it can be concluded that Job Involvement and Organizational Commitment play an important role in shaping the Organizational Citizenship Behavior (OCB) of Civil Servants at UPTD Puskesmas Korpri Kabupaten Kubu Raya. This shows that the higher the employees' involvement in their work and the stronger their commitment to the organization, the more positive behavior beyond their main duties will grow. Thus, the results of this study are expected to serve as a basis for UPTD Puskesmas Korpri to continue strengthening human resource management, so that it can encourage employee performance towards more optimal levels and provide increasingly high-quality health services to the community.

2. RESEARCH METHOD

Type of Research

This study uses an associative research type, which is a study aimed at determining the relationship between two or more variables (Siregar, 2018:15). This research aims to determine the relationship between Job Involvement and Organizational Commitment on Organizational Citizenship Behavior (OCB) at UPTD Puskesmas Korpri Kubu Raya.

Data Collection Technique

The data used in this study consists of primary and secondary data. Primary data was obtained through interviews and questionnaires. Interviews were conducted with Mrs. Rosdiana as the Head of Administration at UPTD Puskesmas Korpri Kubu Raya. According to Sugiyono (2017:225) a questionnaire is a data collection technique carried out by giving a set of written questions or statements to respondents to answer. The questionnaires were distributed to the Civil Servants to be completed individually by each employee at UPTD Puskesmas Korpri Kubu Raya. According to Siregar (2018:37) secondary data is data published or used by an organization that is not the processor of the data. In this study, secondary data was obtained from internal documents such as attendance records, number of employees by division, staffing needs, average employee performance scores, number of outpatient visits, and community satisfaction index (IKM).

Population and Sample

According to Sugiyono (2017:136) population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then drawn conclusions. The population in this study is all Civil Servants at UPTD Puskesmas Korpri Kubu Raya, totaling 36 people, excluding the Head of Puskesmas. This research uses saturated sampling, according to Sugiyono (2016:124) saturated sampling is a sampling technique when all members of the population are used as samples. The sample used in this study is all Civil Servants at UPTD Puskesmas Korpri Kubu Raya totaling 36 people, excluding the Head of Puskesmas.

Research Variables & Measurement Scale

The variables in this study consist of independent and dependent variables. The independent variables are Job Involvement (X_1) and Organizational Commitment (X_2), while the dependent variable is Organizational Citizenship Behavior (OCB) (Y). Variable measurement uses a Likert Scale, with a score range of 1–5, to measure attitudes, opinions, or perceptions of respondents towards social phenomena (Sugiyono, 2017:68).

Data Analysis Technique

Data analysis in this study was carried out in stages to ensure valid and reliable results. The first stage is the instrument test, consisting of a validity test using the Pearson Product Moment technique to assess the feasibility of the questionnaire items (Sujarweni, 2019:192), and a reliability test using the Cronbach's Alpha method to measure the consistency of respondents' answers (Sujarweni, 2019:199). Next, a classical assumption test was conducted, which includes a normality test using the Kolmogorov Smirnov method to see the data distribution (Sujarweni, 2019:52), a linearity test with Test for Linearity to ensure the relationship between variables is linear (Siregar, 2018:178), and a multicollinearity test by looking at the Tolerance and Variance Inflation Factor (VIF) values to identify potential relationships between independent variables (Ghozali, 2018:103). Once the assumptions were met, the data was analyzed using multiple linear regression to determine the effect of independent variables on the dependent variable (Sujarweni, 2019:149). To support this analysis, the correlation coefficient (R) was calculated to see the strength and direction of the relationship between variables (Siregar, 2018:337), as well as the coefficient of determination (KD) to determine how much contribution the independent variables have in explaining the dependent variable (Siregar, 2018:338). The effect was tested using a simultaneous test (F-test) to examine the effect of independent variables together (Ghozali, 2016:171) and a partial test (t-test) to determine the effect of each independent variable individually on the dependent variable (Ghozali, 2016:95). All data analyses were carried out using SPSS software so that the results could be interpreted accurately and objectively.

3. RESULTS AND DISCUSSION

3.1 Test Research Instruments

3.1.1 Validity Test

The validity test aims to assess the extent to which the items in the questionnaire are able to represent the variables measured. Validity is tested through the correlation between the score of each item and the total score. With 36 respondents (df = 34) and a significance of 0.05, the r table used is 0.329. The results of the validity test for each statement in the variable can be seen in **Table 2**.

Table 2. Validity Test Results

Variable	Indicators	r value	r table	Description
Job Involvement (X1)	X1.1	0.885	0.329	Valid
	X1.2	0.840		
	X1.3	0.880		
	X1.4	0.808		
	X1.5	0.667		
	X1.6	0.813		
	X1.7	0.545		
	X1.8	0.766		
	X1.9	0.790		
	X1.10	0.864		
Organizational Commitment (X2)	X2.1	0.787	0.329	Valid
	X2.2	0.765		
	X2.3	0.866		
	X2.4	0.629		
	X2.5	0.585		
	X2.6	0.513		
	X2.7	0.615		
	X2.8	0.774		
	X2.9	0.765		
	X2.10	0.799		
Organizational Citizenship Behavior (Y)	Y.1	0.476	0.329	Valid
	Y.2	0.629		
	Y.3	0.345		
	Y.4	0.710		
	Y.5	0.463		
	Y.6	0.545		
	Y.7	0.733		
	Y.8	0.760		
	Y.9	0.652		
	Y.10	0.633		

Source: Processed Data, 2025

Based on the results of the validity test on each variable shown in the **Table 2**, it is known that all statement items have a r calculated value greater than the r table of 0.329. This means that all statements in each variable are valid and suitable to use as instruments in this study.

3.1.2 Reliability Test

The reliability test aims to assess the consistency of the statements in the questionnaire. This study uses the Cronbach's Alpha method, with a minimum reliability value limit of 0.60. The test results for each variable can be seen in **Table 3**.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Description
Job Involvement (X1)	0.931	Reliable
Organizational Commitment (X2)	0.889	
Organizational Citizenship Behavior (Y)	0.792	

Source: Processed Data, 2025

Based on the reliability test results on each variable shown in **Table 3**, the Cronbach's Alpha value > 0.60 is obtained. Thus, all statement items on each variable are stated to have good reliability and can be used as instruments in research.

3.2 Classic Assumption Test

3.2.1 Normality Test

The normality test aims to determine whether the data is normally distributed. This research uses the Kolmogorov-Smirnov method and is analyzed through SPSS. The results of the normality test are shown in **Table 4**.

Table 4. Normality Test Results

Test	Value
N (Sample)	36
Test Statistic	. 098
Asymp.Sig.(2-tailed)	.200[c]

Source: Processed Data, 2025

Based on the normality test results shown in **Table 4**, the Asymp. Sig. (2-tailed) value of 0.200. The value that shown is greater than the normality significance limit of 0.05, so that it can be concluded that the data that used in this study are normally distributed.

3.2.2 Linearity Test

The linearity test aims to evaluate the relationship between the independent and dependent variables. The analysis is conducted using Test for Linearity through SPSS. The results of the analysis are presented in **Table 5**.

Table 5. Result of Linearity

Variable	Deviation from Linearity	Description
Organizational Citizenship Behavior * Job Involvement	0.291	Linear
Organizational Citizenship Behavior * Organizational Commitment	0.060	

Source: Processed Data, 2025

Based on the results of the linearity test between the independent and dependent variables shown in **Table 5**, the significance value of Deviation from Linearity > 0.05 is obtained, it can be concluded that the relationship between the two variables is linear.

3.2.3 Multicollinearity Test

The multicollinearity test aims to identify high correlations between independent variables in the regression, which can interfere with the accuracy of the coefficients and decrease the reliability of the model. The analysis using SPSS produces the output shown in **Table 6**.

Table 6. Multicollinearity Test Results

Variable	Tolerance	VIF
Job Involvement	.756	1.322
Organizational Commitment	.756	1.322
Dependent Variable: Organizational Citizenship Behavior		

Source: Processed Data, 2025

Based on the multicolonieraty test results in **Table 6**, the results can be explained as follows:
1. The Job Involvement variable (X1) has a Tolerance value of 0.756 which is a value greater than 0.10. And has a VIF value of 1.322, which is a value less than 10.00.
2. The Organizational Commitment variable (X2) has a Tolerance value of 0.756 which is a value greater than 0.10. and has a VIF value of 1.322, which is a value less than 10.00.

Based on the explanation above and referring to the decision-making criteria, both variables show a Tolerance value above 0.10 and a VIF value below 10.00. This indicates that there are no multicollinearity symptoms between the two independent variables in the regression model used in this study.

3.3 Multiple Linear Regression Analysis

Multiple regression analysis is used to measure the simultaneous and partial influence of several independent variables on the dependent variable, as well as to form a predictive model of the relationship between variables. The regression coefficient results from the SPSS analysis are presented in **Table 7**.

Table 7. Multiple Linear Regression Analysis Results

Research Variable	Coefficients	T Statistic	Significance Value
(Constant)	1.895	4.090	.000
Job Involvement	.241	2.232	.033
Organizational Commitment	.312	2.450	.020
Dependent Variable : Organizational Citizenship Behavior			

Source: Processed Data, 2025

Based on the results of multiple linear regression analysis tests in **Table 7** above and referring to the multiple linear regression coefficient equation, the results can be explained as follows:

$$Y = 1.895 + 0.241X_1 + 0.312X_2$$

a. The constant (a) is 1.895, this means that if the Job Involvement (X1) and Organizational Commitment (X2) variables are zero. Organizational Citizenship Behavior (Y) will increase by 1.895.

b. The regression coefficient value (b1) on the Job Involvement (X1) variable is 0.241 with a positive direction, indicating that each one unit increase in Job Involvement will cause an increase of 0.241 in Organizational Citizenship Behavior.

c. The regression coefficient value (b2) on the Organizational Commitment variable (X2) is 0.312 with a positive direction, indicating that each one unit increase in Organizational Commitment will cause an increase of 0.312 in Organizational Citizenship Behavior.

3.4 Correlation Coefficient Analysis (R)

The correlation coefficient is used to determine the strength of the relationship between two or more variables, which can also determine the direction of the relationship between the two variables. The technique used is Product Moment correlation. The results of the correlation coefficient test can be seen in **Table 8**.

Table 8. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.630[a]	.396	.360	.22173
Predictors: (Constant), Organizational Commitment, Job Involvement				
Dependent Variable: Organizational Citizenship Behavior.				

Source: Processed Data, 2025

Based on the correlation coefficient test results shown in **Table 8**, the correlation value (R) is 0.769. This value indicates that the relationship between the variables Job Involvement and Organizational Commitment to Organizational Citizenship Behavior is in the strong category, because the value is in the range of 0.60-0.799.

3.5 Analysis of the Coefficient of Determination R^2

Based on the results of the coefficient of determination (R^2) test shown in **Table 8**, the R-Square value is 0.396. This shows that the Job Involvement and Organizational Commitment variables are able to explain their influence on Organizational Citizenship Behavior by 39.6% while the remaining 60.4% is influenced by variables outside the research.

3.6 Simultaneous Test (F Test)

The F test aims to determine whether the independent variables simultaneously have a significant effect on the dependent variable. The analysis was carried out using SPSS, the simultaneous test results can be seen in **Table 9**.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	1.065	.533	10.831	.000[b]
Residual	1.622	.049		
Dependent Variable: Organizational Citizenship Behavior				
Predictors: (Constant), Organizational Commitment, Job Involvement				

Source: Processed Data, 2025

Based on the simultaneous test results (F test) in **Table 9**, the obtained F value is 10.381> F table 3.28 and the significance value is 0.000 <0.05. Thus, it can be concluded that simultaneously there is a positive and significant influence between the variables Job Involvement and Organizational Commitment on Organizational Citizenship Behavior.

3.7 Partial Test (t Test)

The partial test (t test) in this research aims to determine the effect of each independent variable individually on the dependent variable, in accordance with the hypothesis that has been formulated. Based on the results of the partial hypothesis test (t-test) using SPSS, the partial test results can be seen in **Table 10**.

Table 10. Partial Test Results (t Test)

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.895	4.090	.000
Job Invovement	.241	2.232	.033
Organizational Commitment	.312	2.450	.020
Dependent Variable: Organizational Citizenship Behavior			

Source: Processed Data, 2025

Based on partial hypothesis test (t test) in **Table 9**, then the t test results will be compared with the t table. The t table value is 1.688. The results of the t test (Partial) in Table 9 can be explained as follows:

1. Based on the results of the analysis, the t value on the Job Involvement (X1) variable is 2.232> t table, which is 1.688. In addition, the significance value is 0.033 <0.05. This indicates that Ho is rejected and Ha is accepted. In other words, Job Involvement partially has a positive and significant influence on Organizational Citizenship Behavior (Y).

2. Based on the results of the analysis, the t value on the Organizational Commitment (X2) variable is 2.450> t table, which is 1.688. In addition, the significance value is 0.020 <0.05. This shows that Ho is rejected and Ha is accepted. In other words, Organizational Commitment partially has a positive and significant influence on Organizational Citizenship Behavior (Y).

DISCUSSION

The Influence of Job Involvement on Organizational Citizenship Behavior

The results of the partial hypothesis test show that Job Involvement has been proven to have a positive and significant influence on Organizational Citizenship Behavior (OCB) among Civil Servants at UPTD Puskesmas Korpri Kubu Raya. This means that employees who feel deeply involved in their work tend to have a higher sense of responsibility, care more about the work environment, and are willing to help their colleagues even outside of their main duties. This finding indicates that when employees feel their work is meaningful and that they are involved, the motivation to give extra contributions will naturally emerge. This result is in line with the study by Sholikhah & Wolor (2022), which found that job involvement has a positive and significant effect on OCB. Similar results were also shown by Sari & Kurniawan (2023) and Restanti et al. (2024) in different institutions, which demonstrate that job involvement influences OCB.

The Influence of Organizational Commitment on Organizational Citizenship Behavior

The Organizational Commitment variable has also been proven to have a positive and significant influence on OCB. Employees with high commitment generally have a strong desire to remain in the organization, maintain the institution's good name, and are willing to do tasks that are sometimes not listed in their job description. Strong commitment makes employees feel an emotional attachment to the organization, so organizational citizenship behavior naturally emerges. This finding is supported by research conducted by Nisa et al. (2022), Kurniawati et al. (2024), and Yoga et al. (2023), which also prove that organizational commitment has a positive and significant effect on OCB among employees in various sectors.

4. CONCLUSION

Based on the results of this study, it can be concluded that Job Involvement and Organizational Commitment have been proven to have a positive and significant influence on Organizational Citizenship Behavior (OCB) among Civil Servants at UPTD Puskesmas Korpri, Kubu Raya Regency. This is reflected in the correlation coefficient (R) value of 0.630, which indicates a strong relationship, and the coefficient of determination (R^2) of 39.6%, which means that both variables are able to explain 39.6% of the variation in OCB. In practical terms, these findings show that the higher the level of employee involvement in their work and the stronger their commitment to the organization, the more likely organizational citizenship behavior will develop. The practical implication of this study is that the management of UPTD Puskesmas Korpri should strengthen employee involvement and commitment through training programs, reward systems, continuous development, and by creating a supportive work environment. As a recommendation, future research is expected to examine other factors that may also influence OCB, such as job satisfaction, organizational culture, transformational leadership, or work-life balance, so that the results can provide a more comprehensive and in-depth picture for the development of human resource management in the health sector.

ACKNOWLEDGEMENTS

REFERENCES

Ade, S. H., Budiyono, R., & Sugiono, S. (2018). Pengaruh Keterlibatan Kerja Dan Etika Kerja Terhadap Organizational Citizenship Behavior Dengan Organizational Justice Sebagai Variabel Intervening (Kasus Pada Pegawai Puskesmas Di Kecamatan Guntur, Demak). *Jurnal STIE Semarang* (*Edisi Elektronik*), *10*(1), 53-67.

Anwar, A. (2021). Pengaruh Organizational Citizenship Behavior (OCB) terhadap Kepuasan Kerja dan Kinerja Karyawan: Pengaruh Organizational Citizenship Behavior (OCB) terhadap Kepuasan Kerja dan Kinerja Karyawan. *Juripol (Jurnal Institusi Politeknik Ganesha Medan)*, *4*(1), 35-46. 10.33395/juripol.v4i1.10963.

Dahliyanti, D., Jaya, I., & Rosita, S. (2019). Pengaruh dimensi komitmen organisasional terhadap kinerja pegawai pada Dinas Pendidikan Kota Jambi. *Jurnal Dinamika Manajemen*, *7*(2), 47–58. https://doi.org/10.22437/jdm.v7i2.16961.

Darmawan, I. (2022). Pengaruh Budaya Organisasional dan Lingkungan Kerja Terhadap Kinerja Karyawan dengan Motivasi Kerja sebagai Mediasi (Studi Pada AO Transport & Shuttle di Yogyakarta). *Jurnal Studi Manajemen Organisasi, 18*(1), 10-18. https://doi.org/10.14710/jsmo.v18i1.28817.

Ghozali, I. (2016). *Aplikasi Analisis Multivariete Dengan Program IBM SPSS 22* (8th ed.). Badan Penerbit-Undip.

Ghozali, I. (2018) '*Aplikasi Analisi Multivariate Dengan Program IBM SPSS 25'*. Badan Penerbit-Undip.

Kurniawati, M. N., Hasanah, K., & Murniyati, D. (2024). Pengaruh kepuasan kerja, komitmen organisasi dan lingkungan kerja terhadap OCB (Organizational Citizenship Behavior) karyawan di PT INKA Multi Solusi Trading. *Seminar Inovasi Manajemen Bisnis dan Akuntansi (SIMBA)*, *6*(9), 163–184. https://doi.org/10.4018/978-1-4666-8606-9.ch010.

Lestari, K. I. D., & Kusyana, D. N. B. (2024). Pengaruh Keterlibatan Kerja Terhadap Kinerja Pegawai yang Dimediasi oleh Kepuasan Kerja. WidyaAmrita: *Jurnal Manajemen, Kewirausahaan dan Pariwisata*, *4*(11), 2215-2226.

Maskur. (2023). *Pengembangan model pembelajaran pendidikan agama Islam berbasis nilai-nilai kearifan lokal*. Adab.

Nisa, R., Faridah, S., & Komalasari, S. (2022). Komitmen organisasi dan kepribadian terhadap organizational citizenship behavior (OCB) pada aparatur sipil negara (ASN) di Kantor Kementerian Agama Kota Banjarmasin. *Jurnal Al-Husna*, *3*(3), 223–240.

Podsakoff, P. M., Podsakoff, N. P., MacKenzie, S. B., & Lee, J. Y. (2023). The mediating role of job involvement in the relationship between grit and employability. *Journal Of Organizational Psychology Review*, *13*(2), 125–142.

Ramos, A., & Ellitan, L. (2023). Organizational Citizenship Behavior and Organizational Performance: A Literature Review. *J-CEKI: Jurnal Cendekia Ilmiah*, *2*(4), 354–362.

Restanti, Y., Kurniawan, I. S., & Kusuma, N. T. (2024). Pengaruh perceived organizational support, komitmen organisasional dan keterlibatan kerja terhadap organizational citizenship behavior. *Jurnal Manajemen Terapan dan Keuangan*, *13*(1), 213–221. https://doi.org/10.22437/jmk.v13i01.30957

Sari, Y. A., & Kurniawan, I. S. (2023). Pengaruh keterlibatan kerja dan perceived supervisor support terhadap organizational citizenship behavior dengan kepuasan kerja sebagai pemediasi. *J-MAS (Jurnal Manajemen dan Sains)*, *8*(1), 541. https://doi.org/10.33087/jmas.v8i1.795

Sholikhah, & Wolor, W. C. (2022). Pengaruh keterlibatan pekerjaan dan kepuasan kerja terhadap perilaku kewarganegaraan organisasi (OCB) yang dimediasi oleh komitmen organisasi di PT Top Karir Indonesia. *JRMSI – Jurnal Riset Manajemen Sains Indonesia*, *13*(2), 354–367. https://doi.org/10.21009/jrmsi.013.2.10.

Siregar, S. (2018). *Statistik Parametik Untuk Penelitian Kuantitatif* (3rd ed.). Bumi Aksara.

Sugiyono. (2017). *Metode Penelitian Bisnis Pendekatan Kuantitatif, Kualitatif, Kombinasi, dan R&D* (1st ed.). Alfabeta.

Sujarweni, V. W. (2019). *SPSS Untuk Penelitian* (1st ed.). Pustaka Baru Press.

Terressa, S. A. (2023). Pengaruh Komitmen Organisasi terhadap Organizational Citizenship Behavior pada Karyawan di PT. Toba Pulp Lestari. *Journal of Social Science Research*, *3*(5), 445-460.

Yoga, K. W., Prastyadewi, M. I., & Adhika, I. N. R. (2023). Pengaruh budaya organisasi, komitmen organisasi dan motivasi kerja terhadap organizational citizenship behavior (OCB) pada PERUMDA Pasar Sewakadarma Kota Denpasar. *Jurnal Emas*, *4*(11), 2679–2689.