

EFFECT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLES

**Waqiah¹, Muhammad Firdaus², Agustin³
STIE Mandala Jember^{1,2,3}**

Email: waqiahwhafa@gmail.com¹, muhammadfirdaus.2011@gmail.com²,
agustin@stie-mandala.ac.id³

ABSTRACT

Human Resources are the main support in an organization / company. Human resource also plays an important role in improving the performance, productivity and effectiveness of the organization. Good Quality human resources will support the organization in achieving organizational goals. Organizational citizenship behavior is a behavior (extra role) and an important element for the company. This study aims to determine the effect of organizational citizenship behavior on employee performance, the effect of organizational citizenship behavior on job satisfaction and intervening job satisfaction on organizational citizenship behavior on and employee performance. This research is quantitative study, the research subject these are PT Imasco Asiatic employees totaling 5 people. Data collection using questionnaires and data analysis using path analysis. The result of this study are first, organizational citizenship behavior has a significant effect employee performance. Second, organizational citizenship behavior effect the job satisfaction obtained. The last, organizational citizenship behavior don't have a significant effect on employee performance through job satisfaction.

Keywords: Organizational Citizenship Behavioron, Employee Performance, Job Satisfaction

INTRODUCTION

The development of the business world today shows a very rapid increase, with the increase in the business world today, competition between companies is also increasingly competitive. To face times like this every company must prepare all means so that the company continues to show excellence and remains *survive*. One way is to prepare the resources involved in the company. Because resources are energy, energy, and strength needed to create power, movement, activity, activity and action. Resources consist of natural resources, financial resources, human resources, scientific resources and technological resources.

Indonesia is a country that has a fast growth in the industrial sector such as cement companies. In line with that, many international cement companies have started to develop in Indonesia, one of which is a Chinese cement company which was built in the city of Jember. This has led to business competition between companies. To face this kind of competition, various efforts are made by every business actor, for example by conducting attractive promotions, improving quality at low prices, expanding branches and improving the quality of employee performance so that they can provide good quality to consumers.

One of the ways that companies can use to face tough competition between business players in the industrial sector is to pay attention to the quality of human resources. Because first, human resources (HR) are key assets that are very important for the development and achievement of organizational or company goals. Both companies can continue to grow because the innovation of a product is in humans themselves. Third, among the various resources owned by the company, HR occupies a strategic position among other resources. Without human resources, other resources owned by the company cannot be used, let alone to make a product. For that company or organizations require the participation of employees to do that is divided for the organization. Successful organizations need employees who will do more than just their formal duties as well as be willing to deliver performance that exceeds expectations. A good organization, in its development, must pay attention to human resources in order to function optimally, especially in dealing with environmental changes that occur, so that the company can maintain its superiority and survive in the midst of strong competition at this time.

In this case, HR plays an important role in improving the performance, success and effectiveness of an organization or company. Companies really need employees in carrying out their activities so that the company can achieve predetermined targets. Employees are an important element in the company so that today many companies pay attention to employee welfare, provide *reward* for employee performance, to be able to improve employee performance and loyalty to the company. According to Suzana, there are several criteria for employee behavior that can help organizational effectiveness, including: having the social capacity to cooperate with others and having a strong character to survive in maintaining the work group. In addition, they also have the desire to participate in the work team's efforts to achieve common goals, as well as moral and psychological balance to achieve individual and company goals

without harming each other. These employee behavior and criteria are often known as organization citizenship behavior (OCB).

Organization citizenship behavior (OCB) has been in demand since the late 1970s. Organizational behavior has been linked to overall organizational effectiveness, so this type of employee behavior has an important influence on the workplace. OCB is an individual contribution that exceeds the demands of the role in the workplace. OCB involves several behaviors including helping others, volunteering for extra tasks, obeying rules and procedures in the workplace. According to Robbins, an important element that needs to be considered in an organization is behavior outside the formal organizational rules (extra-role). Compared with in-role behavior, which is doing work in accordance with the tasks in the job description.

As has been explained that an organization or company can achieve success, if the organization has the type of management that can perform its tasks more than just ordinary tasks (*in-role*), but they must also have high personal abilities (extra-role), which is a type of ability that can display organizational citizenship behavior or what is known as organizational citizenship behavior (OCB). According to Robbins and Judge, the facts show that organizations that have good organizational citizenship behavior (OCB) will have better performance than other organizations. Positive employee behavior will be able to support individual performance and organizational performance for better organizational development (Winardi). This is in line with research conducted by Triana Fitriastuti, which suggests that employees who behave OCB indirectly influence the achievement of organizational goals.

The success of the company can be seen from the performance achievement by employees, this fact requires employees to always display *the output* optimal, where the merits of employee performance will affect the company's overall earnings (Trihandini). One of the factors that can improve employee performance is OCB. Employees who are good (good citizens) tend to display OCB in their work environment, so that the organization will be better off with employees acting OCB. Good citizenship is defined as employees who make effective contributions to the organization, which are not explicitly requested by superiors or listed in job descriptions and there are no formal rewards. A company that can run well can achieve its goals fully because the performance produced by each component runs smoothly and supports each other. Performance is the result of the efforts done by the organizational components in carrying out their duties.

Performance is the work result that can be achieved by a person or group in a company in accordance with their respective authorities and responsibilities in an effort to achieve company goals. Employees always work hard at completing work in order to get perfect results as well as persistent efforts to get more work done. Good performance is optimal performance, namely performance in accordance with organizational standards and supporting the achievement of organizational goals itself. According to Fahmi, performance is the result obtained by an organization whether the organization is in nature *profit oriented* and nonprofit oriented generated over a period of time.

If an organization has employees with OCB behavior, it can be predicted that the productivity of the organization will increase. This proves the results of Triana Fitriastuti's research that OCB has a role to improve performance. This study strengthens the organ theory which states that OCB can affect organizational performance in terms of: 1) encouraging increased productivity of managers and employees, 2) encouraging the use of organizational resources for more specific purposes, 3) reducing the need to use organizational resources rare in the maintenance function, 4) Facilitating organizational activities among members of the work group, 5) Increasing the ability of the organization to maintaining and maintaining quality employees by making the work environment a more pleasant place to work, 6) Increasing the stability of organizational performance and reducing the diversity of performance variations of each organizational unit, 7) Increasing the organization's ability to adapt to environmental changes.

The relationship between OCB and performance in journals stated by Waltz and Niehoff (2004) shows that there is a level of effectiveness in the organization with the presence of employees and OCB. This supports the development of employee performance, as expressed by Ayu and Maria, the influence of OCB on employee performance at 3 Star Hotels in Surabaya. There is a significant influence between OCB aspects and employee performance. Desi and Veronika (2015) in their research at Santa Clara Madiun Hospital stated that employees who have OCB are employees who have good performance.

Dessler (2016) states that performance is an employee's actual achievement compared to the employee's expected achievement. Handoko stated (2014) that employees work productively or not depending on motivation, job satisfaction, stress levels, physical conditions of work, compensation systems, job design, and other economic, technical and behavioral

aspects. Robbins (2013) also mentioned several factors that influence employee performance, namely job satisfaction, organizational commitment and OCB.

A person with a high level of job satisfaction has a positive attitude towards their job, while someone who is dissatisfied with their job has a negative attitude towards their job (Robbins, 2013). Job satisfaction itself is the result of employees' perceptions of how well their job provides things that are considered important (Luthans, 2011). Meanwhile, Robbins (2013) states that job satisfaction is a positive feeling towards a job that arises from an assessment of the characteristics of the job. with research conducted by Fu (2014) on 476 employees who work at an insurance company in China, which shows that job satisfaction has a significant effect on employee performance. Thus, it is important for HR managers to stimulate the level of employee job satisfaction with the aim of maintaining or even improving employee performance.

PT Semen Imasco Asiatic is the main project of the Hongshi Holding Group in participating in the development "*Belt and Road*" and is the third large-scale dry system cement production project initiated by the Hongshi Holding Group following the opening of factories in Laos, Myanmar and Nepal. The company always adheres to the principle of "Always respecting God and loving others sincerely", with the motto "Focus, Innovation, Dedication and Gratitude" and adhering to the business philosophy of "Honesty, cooperation and mutual benefit, implementing foreign project development policy practices, between truth and profit, Prioritizing truth, Keeping up with green innovation and development, Strengthening the integrated management system to realize the goal of an environmentally friendly cement manufacturing industry." According to one of the staff, he revealed a phenomenon that occurred in the company, namely a decrease in performance due to the condition of the spread of the Corona virus, This problem caused the company to lay off several employees who could not follow the health protocol set by the company, namely having to follow quarantine (living in a dormitory) and carry out PSBB as recommended by the government during the pandemic or during an undetermined period of time. In this year, the company has conducted two open recruitments, in order to find employees who really have good performance. But besides that, employees have OCB behavior in organizational life. For example, they are ready to work overtime if there is work or tasks that have not been completed, they are also willing to provide direction and guidance to new employees, and they have polite and courteous behavior towards

their co-workers. In this year, the company has conducted two open recruitments, in order to find employees who really have good performance. But besides that, employees have OCB behavior in organizational life. For example, they are ready to work overtime if there is work or tasks that have not been completed, they are also willing to provide direction and guidance to new employees, and they have polite and courteous behavior towards their co-workers. In this year, the company has conducted two open recruitments, in order to find employees who really have good performance. But besides that, employees have OCB behavior in organizational life. For example, they are ready to work overtime if there is work or tasks that have not been completed, they are also willing to provide direction and guidance to new employees, and they have polite and courteous behavior towards their co-workers.

With the phenomenon of problems found in the company based on the above observations, researchers are very interested in conducting research on the concept *organizational citizenship behavior* (OCB), job satisfaction and employee performance of employees of PT Semen Imasco Asiatic. So the title in this study is "The Effect of OCB (Organizational Citizenship Behavior) on Employee Performance through Job Satisfaction as an Intervening Variable (case study at PT Semen Imasco Asiatic)".

Formulation Of The Problem

Based on the background of the problems described above, the problem formulations in this study include:

1. Does the Organizational Citizenship Behavior (OCB) have a significant influence on the performance of PT Imasco Asiatic employees?
2. Does Organizational Citizenship Behavior (OCB) have a significant effect on job satisfaction?
3. Does the Organizational Citizenship Behavior (OCB) have a significant influence on the performance of PT Imasco Asiatic employees through job satisfaction?

Scope Of Problem

The scope of the problems discussed in this study so that irregularities do not occur is that the employees under study are in the center of production arrangements including the laboratory division, security division, metal warehouse division, raw material workshop division, division *firing workshop*, manufacturing workshop division.

LITERATURE REVIEW

Organization Citizenship Behavior

Organization Citizenship Behavior (OCB) is positive behavior developed by employees within the organization and carried out voluntarily outside of the job description (extra-role) which has an impact on increasing the overall effectiveness of the organization.

Employee performance

Performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, seriousness and time. (Hasibuan, 2006: 94)

Job satisfaction

Job satisfaction is a positive attitude involving healthy self-adjustment of employees to work conditions and situations, including wages, social conditions, physical conditions and psychological conditions (Anoraga, 2001).

HYPOTHESIS

Influence OCB on employee performance

Ayu and Maria, Triana, Desi and Veronika (2015), Johana et al, Firman (2015), Septi (2006), Hayatun (2011), Sri Annisa (2015) stated that OCB has an influence on employee performance

H1: There is an effect of OCB (Organization Citizenship Behavior) on the performance of PT Imasco Asiatic employees

The effect of OCB on job satisfaction

Based on the research results of Johana et al, Chasan and Endang (2017), Andre Parhorasan (2018), Agus Triyanto and The Elisabeth (2009), Williyanto MY & Hartawan PC (2013), Ardianto F, (2012), Safitri (2018) and Abdul Fadholi (2013) which states that OCB has an influence on satisfaction

H2: There is an effect of OCB (Organization Citizenship Behavior) on job satisfaction.

The influence of OCB on employee performance through job satisfaction

Research results by Ayu and Maria, Triana, Desi and Veronika (2015), Johana et al, Firman (2015), Septi (2006), Hayatun (2011), Sri Annisa (2015) and Endah (2018) stated that OCB has an influence on performance. employees and OCB also affect satisfaction

H3: There is an effect of OCB (Organization Citizenship Behavior) on employee performance through job satisfaction.

RESEARCH METHODS

The unit of analysis in this study is an individual. The research design used was a structured survey method through a questionnaire with questions. The scale used is a Likert scale, ranging from a scale of 1 (strongly disagree) to a scale of 5 (strongly agree).

The sample used in this study were 75 employees who worked at PT Imasco Asiatic. Researchers used the determination of the total sample size using the Slovin formula. Sampling using techniques *multi stage sampling* namely purposive proportional random sampling. The criteria used in sampling are employees who have worked more than 6 months, taking into account the length of time the company was founded and the availability of interviews.

Hypothesis testing using path analysis. The use of this analysis tool is based on the consideration of the research carried out emphasizing the influence of the independent variable and the dependent variable and the intervening variable. All instruments used in this study is an adaptation of the scale developed and used by previous researchers. This study used the OCB data instrument from Organ 2006 and the performance of research employees used the data instrument from Anwar Prabu 2010 and the research job satisfaction used the data instrument from Luthans 2006.

ANALYSIS OF RESEARCH RESULTS

The questionnaire was given to employees of PT Imasco Asiatic, part of the production center, which amounted to 75 respondents. Based on the survey results, it shows that male respondents dominate the most, namely 49 respondents (65.3%) compared to female respondents who only amounted to 26 respondents (34.7%). Productive age level <25 years (18.7%), and respondents

aged 25 years - 35 years (80%) and respondents who are over 35 years old or senior employees (1.3%), it can be concluded that the majority of respondents are relatively young and productive, namely between the ages of 25-35 years so that the performance shown tends to be better.

Education greatly affects the ability, insight and level of confidence of respondents in carrying out their jobs. This is because educational factors are very important to improve their abilities. Based on the survey results, the education level of respondents who graduated from high school was 15 people (20%), D3 was 19 people (25.3%), and S1 dominated as many as 41 people (54.7%). The majority of respondents have a bachelor's degree so they will tend to be able to work with a higher level of difficulty and responsibility.

The tenure of work greatly affects the mastery of the work details of an employee. Respondents with longer tenure have experience, confidence and mastery *job description* better. Respondents with a work period of 6 months - 1 year were 51 respondents (68%) and respondents with a working period of 1 - 3 years were 24 respondents (32%). The working period of the respondents, which can be said to be new, is due to the company's establishment of less than 5 years. Therefore it can be concluded that employees with a longer working period will tend to have the ability to face problems and have maturity to act, think and make decisions.

The validity test is conducted to test the suitability of the research instrument with the measured construct. Based on validity testing using correlation *product moment* states that all questions are valid by looking at the calculated r value is greater than the r table.

Reliability test was conducted to test the consistency of research instruments. The usual and popularly used test tool is internal consistency using coefficients *Cronbach Alpha*. The recommended coefficient level is 0.6 (Ghozali, 2005). The CronbachAlpha coefficient value above 0.6 indicates that the items in each variable are considered reliable or consistent. The test results show that OCB has fairly good validity and consistency (0.683), as well as employee performance variables (0.786) and job satisfaction (0.611).

Table 1. Coefficient of Path analysis results

Variable Influence	Direct influence	Indirect Influence	Total Effect
X → Y	0.302	0	0.302
X → Z	0.300	0	0.300
Z → Y	0.230	0	0.230
X → Z → Y	0.302	0.069	0.371

Table 1 shows the summary results of hypothesis testing using path analysis. The value shown is the coefficient (β) for each relationship between variables. Path analysis is used to examine the effect of the OCB variable on performance, OCB on job satisfaction and OCB on performance through job satisfaction.

The results showed that the OCB variable had an effect on performance and job satisfaction as well as OCB had an effect on performance through job satisfaction. Hypothesis 1 is supported ($\beta = 0.302$, $p < 0.05$).

Based on the results of hypothesis testing which states that the hypothesis is accepted, which means that there is an influence between the OCB variable and the employee performance variable. This is in line with the research of Ayu and Maria, Triana, Desi and Veronika (2015), Johan et al, Firman (2015), Septi (2006), Hayatun (2011) and Sri Annisa (2015). This also supports the theory developed by Waltz and Nihoff which shows the level of effectiveness in an organization or company and the presence of OCB behavior in an employee.

OCB behavior is often associated with the term *helping behavior* or please help, OCB is also a concept of human relations. In social life, people are instructed to have good relationships among humans, one of which is by helping each other, because in fact humans are social creatures who cannot live without side by side with one another.

The OCB concept teaches us how to be truly sincere. OCB behavior has more behavior than the standard job description, where someone is willing to help their colleagues without expecting rewards from their co-workers or superiors. OCB behavior has benefits or urgency throughout the organization and company, not only for one or several parties.

These results are also in line with the theory developed by Gibson, namely that OCB is very influential and important in the survival of an organization or company. With this it follows that the organization should maximize and always encourage every employee to behave OCB in order to bring benefits and make it easier for the organization to achieve its goals.

The second hypothesis testing shows that OCB has an effect on job satisfaction, hypothesis 2 is supported ($\beta = 0.300$, $p < 0.05$). The second hypothesis testing shows that OCB has a significant effect on job satisfaction. This can be explained that an increased OCB will be able to provide personal job satisfaction for an employee. Job satisfaction is a positive feeling about one's job which is the result of an evaluation of its characteristics (Robbins and Judge, 2008). By successfully increasing your sense of OCB, you can create your own job satisfaction. Job satisfaction in general is a pleasant and invaluable feeling that a person feels in or after doing a job so it is difficult to define in a sentence,

The results of this study are supported by the results of previous research conducted by Johan et al, which found that OCB has an influence on customer satisfaction at Sheraton Hotels. Thus, the higher the OCB, the higher the customer satisfaction.

The results of this study have also proven that OCB has an effect on job satisfaction. The research results are supported and strengthened by previous research which has the same results. This means that OCB is a factor in achieving job satisfaction. According to Martoyo, which defines job satisfaction as an employee's emotional state where there is or does not occur a meeting point between employee remuneration from the company or organization and the level of remuneration that the employee really wants. The remuneration in question is either financial or non-financial.

The third hypothesis testing shows that OCB has an effect on performance through job satisfaction, hypothesis 3 is supported ($\beta = 0.371$, $p < 0.05$). job satisfaction received, young age or can be said to be early adulthood is one of the factors for the formation of good social behavior or OCB. This is because employees at a young age can learn and accept something new well. Likewise with the tenure that each employee has, the longer they work, the stronger the relationship between co-workers, the relationship with superiors, and according to the work environment. Age and years of work are two things that are interrelated in working life.

CONCLUSION

Based on the results of the analysis previously described, the authors obtained the following conclusions that can be drawn in this study:

1. OCB affects employee performance, meaning that the higher the OCB in the company, the higher the employee's performance
2. OCB has an effect on job satisfaction, meaning that the higher the OCB in the company, the higher the job satisfaction
3. Job satisfaction cannot be an intermediary between the influence of OCB on employee performance

Based on the research results, the following theoretical and practical implications can be stated:

- a. High OCB behavior can improve performance so that it is hoped that the organization can form employees who have high OCB behavior.
- b. Assignment of duties and responsibilities as well as wages in accordance with the abilities and expertise of employees can affect employee performance.

Based on the results of the research, discussion, and conclusions above, the suggestions that the researcher can give are Further researchers are advised to conduct long-term research so that OCB behavior is not only taken from the questionnaire given but in accordance with valid data regarding the quality of HR statistics.

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