

## THE EFFECT OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN EMPLOYEES

Winda Sri Wahyuni<sup>1\*</sup>, Nana Dyki Dirbawanto<sup>2</sup>

<sup>1,2</sup> Business Administration, Faculty of Social and Political Sciences, Universitas Sumatera Utara  
E-mail: <sup>1)</sup> [Sriwahyuniw1115@gmail.com](mailto:Sriwahyuniw1115@gmail.com), <sup>2)</sup> [Nanadyki@usu.ac.id](mailto:Nanadyki@usu.ac.id)

### Abstract

*Organizational Citizenship Behavior is a trait that describes a person's high initiative and heightened awareness of the state of his organization. OCB can result from a variety of organizational factors, including employee job satisfaction and high organizational commitment. Satisfied employees will work hard to complete their tasks and may even go above and beyond. Similarly, a person with a strong commitment to his organization will do anything to advance his company due to his faith in the organization. This study aims to analyze how the effect of job satisfaction and organizational commitment on organizational citizenship behavior in employees of PT. Palarudhibi Teguh Makmur. This is a quantitative research involving 67 respondents as research samples. Sampling was done through a saturated sample technique. Collecting data through questionnaires distributed to respondents. The method of data analysis utilized an instrument test of reliability and validity, a test of classical assumptions, and a test of hypotheses using multiple linear regression analysis. The findings of this study indicate that job satisfaction and organizational commitment have a significant effect, either individually or jointly, on the organizational citizenship behavior of PT. Palarudhibi Teguh Makmur Focal Point Medan's employees by a margin of 25,7%.*

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

### 1. INTRODUCTION

The rapid technological development has had a huge impact on the industry, as well as on society or its people. Various parties and countries are trying to formulate best strategy to get the best benefit (even directing it) from technological developments. Along with the development of this technology, the pattern of social behavior (society) has changed. Entering the era of society 5.0, digital technology, business competition, and development have undergone a transformation and shifted to mastery of information technology (Sudja'i & Mardikaningsih, 2021). Surely, digital transformation requires the competence of a workforce that has up-to-date digital skills, because in a few more years, various jobs may disappear and be replaced by technology and machines. For this reason, it is necessary to prioritize the quality of human resources by carrying out various programs to increase human resources, the industry in Indonesia also ideally needs to prepare reliable resources.

Human resources are the most important asset owned by every company, because with good quality performance it will encourage the effectiveness and success of an organization (Riniwati, 2016). To support the company's competitiveness, human resources are required to exhibit behavior outside of their formal responsibilities. The additional role behavior can benefit the organization.

Organizational citizenship behavior (OCB), also known as extra-role behavior, is non-obligatory, voluntary, unrelated to the company's formal reward system, and capable of fostering increased organizational effectiveness (Sholikhah & Frianto, 2022). The company's efforts to increase OCB behavior among its employees include focusing on factors that encourage OCB behavior, such as job satisfaction and organizational commitment.

Job satisfaction is an employee's attitude toward tasks involving coworkers, the work environment, and awards received in recognition of their efforts (Jufrizen, 2017). Job satisfaction can be a driving force for the emergence of OCB behavior because when employees have a high level of satisfaction with the company they tend to do more work than the responsibilities given to them, are willing to help other co-workers, and tend to speak positively about the company.

In addition to job satisfaction, organizational commitment is an important factor that can promote the development of OCB. Employees with a high level of organizational commitment have a strong connection to the organization, allowing them to increase OCB behavior. Committed employees are less likely to leave the company, despite being dissatisfied with their jobs, because they are loyal and willing to make sacrifices for the organization.

Every company certainly has goals to be achieved, one of which is PT. Palarudhibi Teguh Makmur is the owner and manager of the Focal Point Medan shopping center. Focal Point Medan is one of the malls in the city of Medan with a target market for young people. In this case PT. Palarudhibi Teguh Makmur must be able to turn the Focal Point mall into a shopping center that is in demand by the people of the city of Medan. Therefore PT. Palarudhibi Teguh Makmur requires human resources or employees who are able to make interesting strategies and are able to work extra hard which is better known as Organizational Citizenship Behavior (OCB).

This can be seen from the small number of tenants in the mall. The problem arises from employee performance such as the marketing communication division which is low on relationships, interactions, and relations needed as a function to bridge the relationship between mall management and tenants. Based on the results of interviews and those that have been conducted with managers at PT. Palarudhibi Teguh Makmur that there is a low level of Organizational Citizenship Behavior (OCB) among employees. This is because employees are often late when entering and leaving earlier than the working hours set by the company, employees also tend to be passive in providing input for the good of the company.

Based on the results of the pre-survey at the company, it can be seen that the results from the responses of the employees of PT. Palarudhibi Teguh Makmur regarding OCB on average is not good enough, this can be seen from the results of the Pre-Survey of 33 people as much as 56% of employees who have OCB Behavior and 44% of employees who do not yet have OCB behavior.

Based on further investigation, it turned out that some employees were dissatisfied with the promotion system provided by the company. Employees feel that the assessment for the promotion is less objective, causing dissatisfaction with employees and causing less harmonious relations between employees. Employees also feel that sometimes the workload is too high, causing dissatisfaction with their work. In addition, employee commitment tends to be low because employees are less loyal to the organization. Some

employees choose to leave the organization when another organization is preferable to remaining a member.

## **2. LITERATURE REVIEW**

### **2.1. Human Capital Management**

Human capital is important because it is a source of creativity and strategic innovation that can be obtained through brainstorming, laboratory research, dream management, process reengineering, and the improvement or development of employee skills (Syafarudin & Hertati, 2020). In addition, human capital contributes daily value to the organization through motivation, commitment, competence, and teamwork efficiency.

### **2.2. Job Satisfaction**

According to Rahadian & Suwandana (2017) Job satisfaction is a positive behavior that is owned by an employee which includes feelings and behavior towards his work, through performance appraisal of employees there is a sense of respect in achieving one of the important values contained in work. Basically, job satisfaction is a very important and quite interesting factor because the benefits are proven to be good for employees, companies and organizations. Employees, especially those who are satisfied with their jobs, will make every effort to increase their performance. As Robbins and Coulter argue in Sukanto & Gilang (2018) which states that "job satisfaction refers to a person's general attitude toward his or job" (job satisfaction is a person's general attitude toward his job). Therefore, it is the responsibility of managers to ensure employee job satisfaction. Because job satisfaction can contribute to a pleasant working environment and high morale. Job satisfaction is essentially an individual trait, as each individual has a unique level of job satisfaction.

### **2.3. Organizational Commitment**

According to Saepudin & Djati (2019) Organizational Commitment is an expression or attitude that employees have regarding the organization where they work, there is a combination of feelings and attitudes of the employee. Further, it becomes a principle for an employee to be able to interact and adjust himself in the organization as well as a benchmark for how far the individual feels fit in the organization.

According to Handoko in Arifah & Romadhon (2015), states that organizational commitment can be interpreted as the ability of employees to understand themselves about the company by acting to keep themselves in the organization and loyal in terms of advancing and prospering the organization. Organizational commitment is needed in the organization to support the progress and achievement of organizational goals, therefore commitment is considered important because commitment reflects employees who have high loyalty and are able to pay more attention to the success and progress of the company (Muis et al., 2018).

### **2.4. Organizational Citizenship Behavior (OCB)**

Basically, OCB behavior describes how an individual has high initiative and is very sensitive to the state of his organization. This makes the organization really appreciate employees who behave OCB, because OCB behavior shows how sincere an employee is in serving his organization. So it is hoped that the existence of OCB can positively support

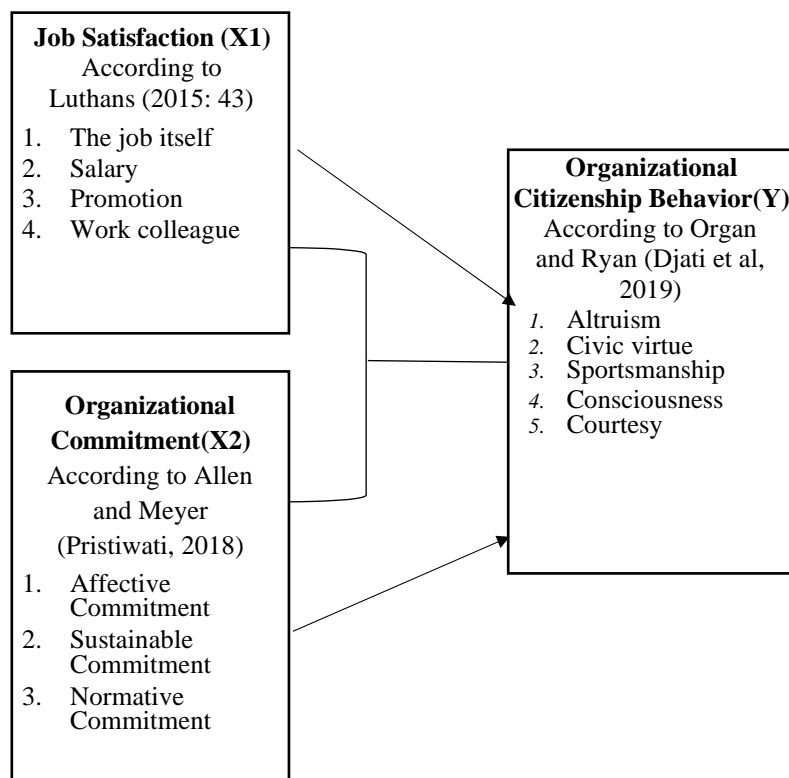
the achievement of the expected organizational goals, and support the effective functioning of the organization.

According to the Organ theory in Dewi & Riana (2019:207) states OCB as behavior that is not part of a formal job but can support the effective functioning of an organization. OCB as independent individual behavior, does not directly get rewards from formal rewards but in this case OCB can be a driving force for the effective functions of an organization. Further, Ali et al., in Dewi & Riana (2019:207) defines OCB as free and explicit actions that can indirectly improve the efficiency and effectiveness of the functions of the organization.

### **2.5. Framework of Thinking**

Based on the problem formulation and the described theoretical framework regarding the variables of job satisfaction and organizational commitment to organizational citizenship, this study examines the relationship between organizational citizenship and job satisfaction. Additionally, commitment contributes to organizational citizenship behavior. Where employees will bring up organizational citizenship behavior due to affective commitment, which occurs when employees feel emotionally or psychologically connected to the organization. Besides, there is an ongoing commitment, which occurs when an employee remains with an organization because he requires a salary and other benefits, or because he cannot find another job. In other words, the employee remains with the organization because he requires its services. In addition, a behavioral commitment exists. The conceptual framework describes the relationship between job satisfaction and organizational citizenship behavior. This is based on the fact that job satisfaction grows from whether or not employees are satisfied with their work, the rewards given from their work, supervision from their superiors, relationships with co-workers and opportunities for promotion. Many employees get job satisfaction because they are satisfied with their work.

There are also employees who get job satisfaction from the rewards received from their work, where employees feel the salary and benefits they receive are in accordance with their workload. Furthermore, employees feel satisfied because they feel they have a superior who is able to provide technical assistance and motivation. The relationship between co-workers is also one of the reasons employees feel satisfied because good relations between co-workers will make employees feel comfortable at work and get social encouragement. In addition, employees will feel satisfied if there is an opportunity for promotion in accordance with the tenure policy. From this, it is able to create employee job satisfaction to form extra-role behavior because when employees feel satisfied they will do their job happily. Hence, helpful behavior will emerge and help fellow co-workers and employees will be happy to do something outside the normative job description, which arises from the employee's self-values. Employee awareness to stay in the organization because they feel obliged to do so. From this it can be proven that commitment in the organization can lead to organizational citizenship behavior because employees who have high commitment will feel that they must always participate in the organization.



Source: Researcher (2022)

**Figure 1. Framework of Thinking**

### 3. RESEARCH METHODS

This research employed a quantitative research approach. Quantitative research was characterized by the application of statistical calculations to data processing. In addition, the process of acquiring information through the use of numerical data as a tool for analyzing information about a topic of interest. This study aimed to determine the nature of the relationship between the variables examined.

In this study the method used was association method. One research approach was to ask or understand the relationship between two or more variables studied (Sugiyono: 55). The objective of this study to analyze the relationship between two independent variables, namely job satisfaction and organizational commitment to the dependent variable, namely Organizational Citizenship Behavior (OCB) at PT. Palarudhibi Teguh Makmur, Focal Point, Medan. This research was conducted at PT. Palarudhibi Teguh Makmur, Focal Point whose address is Jl. Ringroad Artery, Asam Kumbang, Medan Selayang, Medan City, North Sumatra and this research was conducted in March-April 2022.

The population in this study were all employees of PT. Palarudhibi Teguh Makmur, Focal Point, Medan. totaling 33 employees. Based on the lack of a population that does not reach 100. In this study, all population members served as samples. In this study, there were 33 employee samples. Non-probability sampling will be employed in this study. Non-probability sampling, which indicates that the author did not provide each member of the population with equal chances or opportunities to be chosen as a sample.

Based on the above understanding, the research hypothesis was formulated as follows:

- 1) H01 = There is no effect of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior (OCB) of PT. Palarudhibi Teguh Makmur.
- 2) Ha1 = There is an effect of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior (OCB) of employees of PT. Palarudhibi Teguh Makmur.
- 3) H02 = There is no effect of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior (OCB) of PT. Palarudhibi Teguh Makmur.
- 4) Ha2 = There is an effect of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior (OCB) of employees of PT. Palarudhibi Teguh Makmur.
- 5) Ha3 = There is Job Satisfaction and Organizational Commitment to Organizational Citizenship Behavior (OCB) among employees of PT. Palarudhibi Teguh Makmur.
- 6) H03 = There is no Job Satisfaction and Organizational Commitment to Organizational Citizenship Behavior (OCB) among employees of PT. Palarudhibi

## **4. RESULTS AND DISCUSSION**

### **4.1. Validity and Reliability Test**

Before conducting the research, the instrument was first tested for its validity and reliability. This validity test used a statistical software program. The validity test can be declared valid if the items show a significant value lower than 0.05 or 5%. Thus, if  $r_{\text{statistic}} > r_{\text{table}}$ , the instrument is declared valid and vice versa. Based on the  $r_{\text{table}}$  for  $df (n-2) = 98 (100-2)$  of 0,196.

While the reliability test is needed to measure the consistency of the measurement results from the questionnaire on repeated use. If the results of Cronbach's Alpha are greater than the 60% or 0,6 significance level, then the variable is said to be reliable. However, if the results of Cronbach's Alpha are less than a significant level of 60% or 0,6, then the variable is considered unreliable. The following table shows the results of the validity and reliability tests of the variables that have been tested:

**Table 1. Validity Test Result**

No	Question Items	$r_{\text{statistic}}$	$r_{\text{table}}$	Information
1.	I will help work on my colleagues' assignments. I am unable to attend without instructions from my superiors	0,624	0,3440	Valid
2.	I am willing to work overtime to help co-workers complete their work even though I do not get compensation	0,352		Valid
3.	I will help train new employees without any instructions from superiors.	0,601		Valid
4.	I follow every change in the company.	0,722		Valid



5.	I am willing to maintain the facilities owned by the company.	0,644		Valid
6.	I'm not complaining about the policies made by the company	0,549		Valid
7.	I easily adapt to changes in policies that occur within the company.	0,751		Valid
8.	I am willing to accept criticism from both colleagues and superiors at work.	0,520		Valid
9.	I always come to the office early before going to work.	0,486		Valid
10.	At work I do not waste time doing things that are not related to work.	0,421		Valid
11.	I always complete the assigned tasks on time	0,703		Valid
12.	I always follow every activity held by the company.	0,818		Valid
13.	I always maintain the good name of the company.	0,662		Valid
14.	I maintain good relations with other employees in the company.	0,651		Valid

Source: Results of data processing (2022)

**Table 2. Reliability Test Result**

Cronbach Alpha	N of Items
,780	15
,639	9
,863	15

Source: Results of data processing (2022)

#### 4.2. Hypothesis testing

The results of this study were obtained from statistical data processing using statistical software programs. Hypothesis testing is done to prove the hypothesis that has been proposed in this study can be accepted or rejected. Testing the hypothesis in this study was carried out by testing the partial test (T test), simultaneous test (F test), and the coefficient of determination.

**Table 3. Partial Significance Test (T-Test)**

Model		Standardized Coefficients	T	Sig
		Beta		
1	(Constant)		,801	,430
	Job satisfaction	,382	2.4872	,019
		,352	2,295	,029

Source: Results of data processing (2022)

The following can be concluded based on the partial significance analysis (t test) results in the table above:

The partial test between job satisfaction variables (X1) and Organizational Citizenship Behavior (Y) obtained a tstatistic value greater than the ttable value of 2,487 ( $2,487 > 2,043$ ), while the significant value obtained was 0,019 which is smaller than the alpha level 0,05. This shows that H1 is accepted and H0 is rejected, meaning that there is a significant influence between job satisfaction (X1) on Organizational Citizenship Behavior of employees of PT. Palarudhibi Teguh Makmur (Y).

The partial test between the organizational commitment variable (X2) and Organizational Citizenship Behavior (Y) obtained a tstatistic value greater than the ttable value of 2,295 ( $2,295 > 2,043$ ), while the significant value obtained was 0,029 which is smaller than the alpha level 0,05. This shows that H2 is accepted and H0 is rejected, meaning that there is a significant influence between organizational commitment (X2) on Organizational Citizenship Behavior of employees of PT. Palarudhibi Teguh Makmur (Y).

**Table 4. Simultaneous Test (F Test)**

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	254,353	2	127,177	6,520	,004 <sup>b</sup>
	Residual	585,162	30	19,505		
	Total	839,515	32			

a. Dependent Variable: Organizational Citizenship Behavior

b. Predictors: (Constant), Organizational Commitment, Job Satisfaction

Source: Results of data processing (2022)

According to the table, it shows that in this study the fstatistic value is greater than the ftable value, namely 6,520 ( $6,520 > 3,320$ ), while the significant value of 0,004 is smaller than the alpha level of 0,05. This shows that H3 is accepted and H0 is rejected, meaning that there is a significant influence between job satisfaction (X1) and organizational commitment (X2) together on Organizational Citizenship Behavior of employees of PT. Palarudhibi Teguh Makmur (Y).

**Table 5. Determination Coefficient Test Result**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,550 <sup>a</sup>	,303	,257	4.41649

a. Predictors: (Constant), Organizational Commitment, Job Satisfaction

Source: Results of data processing (2022)

According to the table, it shows that the value of r is 0.550, this means that the relationship between job satisfaction (X1) and organizational commitment (X2) to Organizational Citizenship Behavior among employees of PT. Palarudhibi Teguh Makmur (Y) is quite close. The coefficient of determination obtained is 0,550 which shows the influence of job satisfaction (X1) and organizational commitment (X2) on



Organizational Citizenship Behavior of employees of PT. Palarudhibi Teguh Makmur (Y) is 25,7% while the remaining 74,3% is influenced by other variables not examined in this study.

This is also supported by the findings of this study's tests, which indicate that job satisfaction has a significant impact on organizational citizenship behavior. The results of the t-test showed that the tstatistic was greater than the ttable value, namely  $2,487 > 2,043$  with a significance level of  $0,019 < 0,05$  which explains that job satisfaction has a partial effect on organizational citizenship behavior. These results indicate that Ha1 can be accepted, namely "There is an effect of job satisfaction variables on organizational citizenship behavior variables in employees of PT. Palarudhibi Teguh Makmur".

From the results of the presentation of the data, it is stated that the commitment shown by employees can be seen from statements saying that they are proud to work in the company and an indicator that greatly influences organizational commitment is normative commitment. From these results, the majority of employees (66,67%) agreed to feel proud to be part of the company where they work. Another thing that makes employees have a high commitment to the company is that employees have the opportunity to get promotions in companies that are motivated by the ability of employees to work, work performance, and the higher the level of education possessed by employees is able to improve the quality of employee performance. When employees get promotion opportunities from the company, it will reduce the small possibility of employees leaving the company. Promotions also help in showing the company's appreciation for the results of the work done by employees.

The results showed that the variable in this study had a fstatistic value greater than the ftable value, namely 6,520 ( $6,520 > 3,320$ ), while a significant value of 0.004 was smaller than the alpha level (0,05). This shows that H3 is accepted and H0 is rejected, meaning that there is a significant influence between job satisfaction (X1) and organizational commitment (X2) together on Organizational Citizenship Behavior of employees of PT. Palarudhibi Teguh Makmur (Y). The results of the coefficient of determination show that the value of r is 0,550, this means that the relationship between job satisfaction (X1) and organizational commitment (X2) to Organizational Citizenship Behavior among employees of PT. Palarudhibi Teguh Makmur (Y) is quite close. The coefficient of determination obtained is 0,257 which indicates the influence exerted by job satisfaction (X1) and organizational commitment (X2) on Organizational Citizenship Behavior of employees at PT. Palarudhibi Teguh Makmur (Y) is 25,7% while the remaining 74,3% is influenced by other variables not examined in this study.

## 5. CONCLUSION

On the basis of the research findings and discussion of the influence of job satisfaction and organizational commitment on organizational citizenship behavior at PT. Palarudhibi Teguh Makmur, the following conclusion can be drawn:

- 1) Job Satisfaction variable has a positive and significant effect on Organizational Citizenship Behavior. There are two indicators that influence the job satisfaction variable, namely the Salary and Promotion indicators. The better the job satisfaction of employees, the better the Organizational Citizenship Behavior of employees at PT. Palarudhibi Teguh Makmur. In the test results Partial test between job satisfaction variables (X1), to Organizational Citizenship Behavior (Y) obtained tstatistic value is greater than the ttable value of 2,487 ( $2,487 > 2,043$ ), while the

significant value obtained is 0,000 which is smaller than the level alpha 0,05. This shows that H1 is accepted and H0 is rejected, which means there is a significant influence between job satisfaction (X1) on Organizational Citizenship Behavior of employees of PT. Palarudhibi Teguh Makmur (Y).

- 2) Variable of Organizational Commitment is positive and significant to Organizational Citizenship Behavior. There are two indicators that affect the Organizational Commitment variable, namely indicators of continuous commitment and higher normative commitment. Organizational commitment will increase the behavior of Organizational Citizenship Behavior of employees at PT. Palarudhibi Teguh Makmur. The partial test between the organizational commitment variable (X2) and Organizational Citizenship Behavior (Y) obtained a  $t_{\text{statistic}}$  value greater than the  $t_{\text{table}}$  value of 2,295 ( $2,295 > 2,043$ ), while the significant value obtained was 0,000 which is less than the alpha level 0,05. This shows that H2 is accepted and H0 is rejected, meaning that there is a significant influence between organizational commitment (X2) on Organizational Citizenship Behavior of employees of PT. Palarudhibi Teguh Makmur (Y).
- 3) The Variables of Job Satisfaction and Organizational Commitment simultaneously influence the Organizational Citizenship Behavior of employees at PT. Palarudhibi Teguh Makmur. The results of the coefficient of determination show that the relationship in the form is a fairly close relationship and thus job satisfaction and organizational commitment can explain the Organizational Citizenship Behavior of employees at PT. Palarudhibi Teguh Makmur. The results showed that the  $f_{\text{statistic}}$  value was greater than the  $f_{\text{table}}$  value, namely 6,520 ( $6,520 > 3,320$ ), while the significant value of 0,000 was smaller than the alpha level of 0,05. This shows that H3 is accepted and H0 is rejected, which means there is a significant influence between job satisfaction (X1), and organizational commitment (X2) together to Organizational Citizenship Behavior of employees of PT. Palarudhibi Teguh Makmur (Y).

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