

**THE EFFECT OF ORGANIZATIONAL COMMITMENT AND  
ORGANIZATIONAL CLIMATE ON ORGANIZATIONAL  
CITIZENSHIP BEHAVIOR (OCB) AT BRI BANK EMPLOYEES  
KISARAN BRANCH OFFICE**

Regina Dwi Putri Tamara<sup>1\*</sup>, Nana Dyki Dirbawanto<sup>2</sup>

<sup>1,2</sup>Universitas Sumatera Utara

E-mail: <sup>1)</sup> [reginatamara6079@gmail.com](mailto:reginatamara6079@gmail.com), <sup>2)</sup> [nanadyki@usu.ac.id](mailto:nanadyki@usu.ac.id)

**Abstract**

*This study aims to determine and analyze the effect of organizational commitment and organizational climate on organizational citizenship behavior in Bank BRI employees at the Kisaran Branch Office. The sample in this study were all employees of Bank BRI Kisaran Branch Offices as many as 69 respondents. The data analysis method used is validity and reliability test, classical assumption test, multiple regression analysis test, hypothesis test through t-test and f-test, coefficient of determination test. Based on the research, it was found that the variable of organizational commitment has a partial effect on organizational citizenship behavior, this can be proven by the value of  $t_{\text{statistic}} (4,311) > t_{\text{table}} (1,966)$ . While the organizational climate variable has a partial effect on organizational citizenship behavior, this is evidenced by the value of  $t_{\text{statistic}} (5,439) > t_{\text{table}} (1,966)$ . Based on simultaneous testing that the variable organizational citizenship behavior simultaneously has a positive and significant effect on organizational commitment and organizational climate  $t_{\text{statistic}} (59,660) > t_{\text{table}} (3,14)$  and obtained an R value of 0,802 and the Adjusted R Square in this study is 0,633 then the rest 36,7% is influenced by other variables not discussed in this study.*

**Keywords:** Organizational Citizenship Behavior, Organizational Climate, Organizational Commitment

## 1. INTRODUCTION

Companies currently require employees to not only have in-role behavior, namely employees only do a job according to a predetermined job description, but employees are also expected to have extra-role behavior, namely the extra contribution of employees in completing work, namely helping colleagues, giving advice, actively participating in the company, obeying the rules and procedures in a company which was refers to Organizational Citizenship Behavior. One company that expects its employees to have this extra-role behavior is BRI Bank Kisaran Branch Office.

Bank BRI Kisaran Branch Office is a bank that prioritizes services to the micro, small and medium segments to support the improvement of the people's economy so that they still have to have awareness and obligation to continue to maintain quality human resources in order to realize the company's vision and mission. Employees are expected not only to work based on predetermined descriptions, but also to be able to work beyond what they are supposed to do (Organizational Citizenship Behavior). According to Markozy in Titisari (2014:2) good employees (good citizens) are employees who tend to

display OCB in their work environment, so companies will be better off with employees who do OCB.

Based on the results of pre-research conducted by researchers, OCB at BRI Bank Kisaran Branch Offices still needs to be improved. On average, about 40% of employees still do not implement OCB properly. This is because there are still many employees who do not have the initiative to help their co-workers who are unable to attend and there are still many employees who often complain when they get difficult work. In addition, there are also many employees who have not been able to keep up with the changes that occur within the company. Hence, there is still low awareness of employees in implementing OCB within Bank BRI Kisaran Branch Offices. According to Podsakoff et al. in Kusumajati (2014) OCB contributes to companies in the form of increasing the productivity of colleagues, helping to maintain group functions, helps to maintain group functions, enhancing the capabilities of the company to attract and defend the best employees, as well as improve the company's ability to adapt to environmental changes.

OCB behavior can arise because there are a number of factors that influence an employee to carry out this behavior. Among them according to Titisari (2014:18), OCB can arise due to high organizational commitment. Employees who have high organizational commitment will work with full dedication. Because these employees view that the success of the task is the most important thing that must be achieved. The commitment that grows in these employees can encourage the creation of OCB which will later produce performance that is in line with company expectations.

According to the initial research conducted, there are problems related to organizational commitment at Bank BRI Kisaran Branch Offices, namely the low organizational commitment at Bank BRI Kisaran Branch Offices. On average, only about 58% of employees have organizational commitment while the rest still have not implemented organizational commitment properly. Because there are still many employees who feel that they want to leave the company easily and can find work elsewhere. Wirawan in Lubis (2015) also stated that another factor that causes OCB is Organizational Climate as an internal factor. A good organizational climate will create peace for employees in doing their jobs. Their concentration in doing the work will give birth to high performance exceeds the description of the work that has been set or called OCB.

According to Sumarno (2022) a conducive organizational climate must be prioritized by companies, and if the organizational climate within the company is good then it can build employee morale and will have an effect on increasing employee OCB. This can also prove that the company is able to meet the needs of its employees in general and make employees comfortable in doing their jobs. As such, it will create a sense of trust in employees towards their company so as to motivate employees to make a positive contribution to achieving company goals.

Based on pre-research conducted by researchers, problems related to Organizational Climate at BRI Bank Kisaran Branch Offices were found which still need to be improved. On average, there are 31% of employees who have not implemented a good organizational climate within the company. This can be seen from the attitude of Bank BRI employees at the Kisaran Branch Office who do not provide support and do not help each other with their colleagues. According to Prihatsanti & Dewi (2017) Climate is determined by how well members are directed, built, and valued by the organization so as to form positive behavior patterns, including OCB behavior. Thus,

companies also need to pay attention to internal conditions which will later affect the level of commitment and OCB behavior.

Seeing the phenomenon above, it can be seen indirectly that extra-role behavior (OCB), Organizational Commitment and Organizational Climate in Bank BRI employees at Kisaran Branch Offices are still lacking and need to be improved. Given that Bank BRI is the largest government-owned bank in Indonesia, has offices that reach remote areas and has received an international award as Best Companies to Work For in Asia (one of the best places to work in Asia) in 2021 (bri.co.id 2022 ). This makes Bank BRI Kisaran Branch Offices still have to prioritize the quality of human resources in carrying out work processes in order to achieve the company's vision and mission. Based on the existing phenomena, this study aims to determine and analyze the effect of organizational commitment and organizational climate on organizational citizenship behavior among Bank BRI employees at the Kisaran Branch Office.

## **2. THEORETICAL BASIS**

### **2.1. Organizational Commitment**

Colquitt et al., in Wibowo (2019:214) states that organizational commitment is the willingness of some employees to remain members of the organization. Organizational commitment that affects whether workers will remain as members of the organization (is retained) or will leave the organization to pursue other jobs (turns over). Based on Priansa (2016:233) commitment is employee loyalty in an organization. Individuals who involve themselves in achieving organizational goals mean that these individuals have high organizational commitment. According to Robbins & Judge (2016:47) organizational commitment is the level at which a worker identifies with an organization, goals and expectations in order to remain a member of the organization.

Based on some of the thoughts of the experts above, it can be concluded that the definition of organizational commitment is a condition in which a person feels confident in the values contained in an organization and has high loyalty to realizing the goals of the organization and has a strong will to work hard for the organization. This shows that employees are willing to remain members of the organization or company.

### **2.2. Organizational Climate**

Simamora (2017:9) states that Organizational Climate is an internal or psychological atmosphere of the organization. Organizational climate affects human resource practices and decisions received by organizational personnel. There is a different organizational climate in each organizational environment, with the diversity of tasks carried out within the agency or individual behavior in the organization will show these differences.

According to Lussier in Meithiana (2017:3) organizational climate is the perception that can be felt by members of the organization about the quality of the internal environment which will then affect the behavior of members of the organization. Taugiri and Litwin in Darajat (2015:258) argue that Organizational Climate is the character of the organization's internal environment faced by its members, which will affect employee behavior and can be described by the values of organizational characteristics.

Based on the opinions of the experts mentioned above, it can be concluded that Organizational Climate is the condition of the organization's internal environment that can be felt by members which will later affect the sustainability of the organization. Therefore, in order to create a good organizational climate, organizations need human resources or individuals who have good performance in order to realize the goals and objectives of the organization.

### **2.3. Organizational Citizenship Behavior**

According to Robbins & Judge (2015:19) OCB is the behavior of freedom to choose jobs outside of the job description they have to do, but still distribute roles in the internal and social environment at work. According to Lestari & Ghaby (2018) OCB is the behavior of employees who contribute more than their jobdesk. Meanwhile, according to Zhang in Umam (2018) OCB is a term that includes all positive and constructive actions carried out by employees according to their own wishes so that they can share benefits with colleagues and the company.

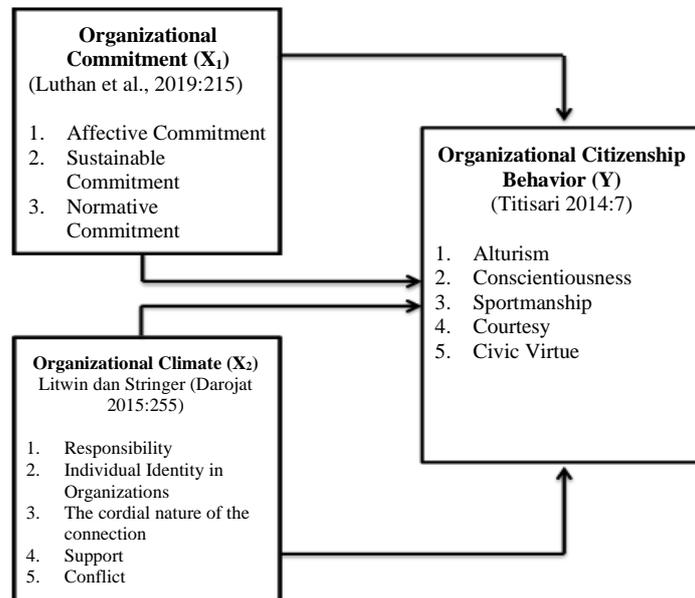
Based on the definition of OCB mentioned by some of these experts, it can be concluded that OCB is a positive action of someone who is voluntary and is not part of the job description of an employee who is able to do work outside of the main job without expecting appreciation or reward from the company for achieving company goals.

## **3. RESEARCH METHODS**

This study uses an associative research method with a quantitative approach. Suliyanto (2018:15) states that the purpose of associative research is to examine the ties or influences between two or more variables. The independent variables in this study are organizational commitment (X1) and organizational climate (X2) and the dependent variable in this study is Organizational Citizenship Behavior (Y). Through this method it is expected to find out how the influence of Organizational Commitment and Organizational Climate on Organizational Citizenship Behavior (OCB) in Bank BRI Employees at the Kisaran Branch Office. This research will be conducted at BRI Bank Kisaran Branch Office which is located at at Jalan Dr. Wahidin No. 2 Kisaran Baru, West Kisaran City sub-district, Asahan Regency.

In this study, the population was employees at BRI Bank Kisaran Branch Offices. The total population of all employees at Bank BRI Kisan Branch Offices is 69 employees. The sample used in this study is saturated sampling. According to Sugiyono (2017:85) saturated sample is a sampling technique when all members of the population are used as samples. The number of samples used is 100% representative of the population so that it makes generalizations with very small errors. The sample in this study were 69 people who were employees of BRI Bank Kisaran Branch Office.

The relationship between the independent and dependent variables can be illustrated in the following constellation figure:



**Figure 1. Constellation Chart**

## 4. RESULTS AND DISCUSSION

### 4.1. Research Results

**Table 1. Results of Partial Significance Test (T Test)**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.637	5.260		1.262	.011
	Organizational Commitment	.589	.137	.396	4.311	.000
	Organizational Climate	.749	.138	.500	5.439	.000

Source: Data Processing Results (2022)

- 1) The  $T_{\text{statistic}}$  results for the Organizational Commitment variable are 4,311 and the  $T_{\text{table}}$  value is 1,966. It can be concluded that  $T_{\text{statistic}} > T_{\text{table}}$  ( $4,311 > 1,966$ ) with a significance value of  $0.000 < 0.05$ . Based on these results, it can be concluded that the Organizational Commitment variable has a positive and significant influence on Organizational Citizenship Behavior of Bank BRI Employees at the Kisaran Branch Office and the conclusion  $H_{a1}$  is accepted.

- 2) The  $t_{\text{statistic}}$  results for the Organizational Climate variable are 5,439 and the  $T_{\text{table}}$  value is 1,966, so  $T_{\text{statistic}} > T_{\text{table}}$  ( $5,439 > 1,966$ ) with a significance value of  $0.000 < 0.05$ . Based on these results, it can be concluded that the Organizational Climate variable has a positive and significant influence on Organizational Citizenship Behavior on Bank BRI Employees at Kisaran Branch Offices and the conclusion  $H_{a2}$  is accepted.

**Table 2. Simultaneous Significance Test Results (Test F)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1026.272	2	513.136	59.660	.000 <sup>b</sup>
	Residual	567.670	66	8.601		
	Total	1593.942	68			

Source: Data Processing Results (2022)

Based on the table above, it is known that the  $F_{\text{statistic}}$  value is 59,660 and the Sig. is 0,00. It is known that the  $F_{\text{statistic}}$  value is  $59,600 > F_{\text{table}}$  3,14 and the Sig value is  $0,000 < 0,05$ , then organizational commitment (X1) and organizational climate (X2) simultaneously or simultaneously have a positive and significant effect on organizational citizenship behavior (Y) and obtained conclusion  $H_{a3}$  is accepted.

**Table 3. Coefficient of Determination Results (R2 Test)**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimates
1	.802 <sup>a</sup>	.644	.633	2.93276

Source: Data Processing Results (2022)

- 1) The value of the correlation coefficient (R) is 0,802, which means that there is a relationship between organizational commitment (X1) and organizational climate (X2) on organizational citizenship behavior (Y) of 80,2%. Thus, the relationship between these variables can be categorized as close.
- 2) Adjusted R Square value of 0.633 or the value of the determinant coefficient shows that the variable organizational commitment (X1) and organizational climate (X2) is 63,3% while the remaining 36,7% is influenced by other factors not discussed in this study

## 4.2. Discussion

### 4.2.1 Influence of Organizational Commitment to Organizational Citizenship Behavior to Employees

The Tstatistic results for the Organizational Commitment variable are 4,311 and the  $T_{\text{table}}$  value is 1,966. It can be concluded that  $T_{\text{statistic}} > T_{\text{table}}$  ( $4,311 > 1,966$ ) with a significance value of  $0.000 < 0.05$ . Based on these results, it can be concluded that the Organizational Commitment variable has a positive and significant influence on

Organizational Citizenship Behavior of Bank BRI Employees at the Kisaran Branch Office and the conclusion  $H_{a1}$  is accepted.

As such, it indicates that commitment can significantly support organizational citizenship behavior in employees. Affective commitment must be balanced with other organizational commitments to be able to support good organizational citizenship behavior and as expected of the organization to be able to achieve organizational goals. Therefore, Bank BRI Kisaran Branch Office is expected to be able to maintain the affective commitment of its employees which is classified as high by cultivating the emotional relationship of employees to their organization for employees who have low affective commitment and retain employees who have high affective commitment and involve employees in activities in their organization. This is in line with what was stated Sutrisno (2010) that affective commitment can arise because of the feeling of comfort felt by members in their organization. The results of this study are in line with the results of the study of Saraswati and Hakim (2019); Dewanggana, Paramita, and Haryono (2016); Suparjo (2016); Felicia (2017).

#### **4.2.2 Influence of Organizational Climate on Organizational Citizenship Behavior to Employees**

The  $t_{\text{statistic}}$  results for the Organizational Climate variable are 5,439 and the  $T_{\text{table}}$  value is 1,966, so  $T_{\text{statistic}} > T_{\text{table}}$  ( $5,439 > 1,966$ ) with a significance value of  $0.000 < 0.05$ . Based on these results, it can be concluded that the Organizational Climate variable has a positive and significant influence on Organizational Citizenship Behavior on Bank BRI Employees at Kisaran Branch Offices and the conclusion  $H_{a2}$  is accepted.

The results of this study are in line with the opinion expressed by Wirawan (2013) in (Khairuddin, 2020) that the factors that influence organizational citizenship behavior include organizational climate. The increasing conducive organizational climate, the increasing organizational citizenship behavior of employees is an important illustration for companies to continue to build an organizational climate in their companies so that employees can emerge extra-role behavior which in the end employees will work beyond their obligations and that has a positive impact on company progress. The results of this study are also supported by previous research (Khairuddin 2020; Fanis and Rahmi 2017).

#### **4.2.3. Influence of Organizational Commitment and Organizational Climate on Organizational Citizenship Behavior to Employees**

Based on the results of research conducted in the F Test (Simultaneous Significant Test), the organizational commitment variable (X1) and organizational climate variable (X2) have an  $F_{\text{statistic}}$  value of 59,660 with a  $F_{\text{table}}$  value of 3,14, which means  $F_{\text{statistic}} > F_{\text{table}}$ . Meanwhile, the significance level is  $0,000 < 0,05$  so that organizational commitment (X1) and organizational climate (X2) simultaneously or simultaneously have a positive and significant effect on organizational citizenship behavior (Y). In other words,  $H_{a3}$  is accepted and  $H_{03}$  is rejected, which means there is a significant influence between organizational commitment (X1) and Organizational Climate (X2) together on organizational citizenship behavior (Y) in Bank BRI employees at Kisaran Branch Offices.

Based on the calculation of the coefficient of determination showed that the relationship between the independent variables namely organizational commitment (X1) and organizational climate (X2) to the dependent variable, namely organizational citizenship behavior (Y) has a positive relationship and is classified as very close. The result of the Adjusted R Square value is 0,633 which indicates that the independent variable (free) namely organizational commitment (X1) and organizational climate (X2) can affect the dependent variable (tied) namely employee performance (Y) of 63,3%, the remaining is 36,7% is explained by other variables not discussed in this study.

Based on the results of research on Organizational Citizenship Behavior (Y) variables, researchers found that the OCB attitude of employees at Bank BRI Kisaran Branch Office was quite good. However, in this variable we found weak indicators of altruism (caring) at BRI Bank Kisaran Branch Offices. This can be seen from the respondents' answers to the 10 statements that describe the attitude of OCB in the company. All of these statements are the elaboration of 5 indicators, namely altruism, conscientiousness, sportsmanship, courtesy, civic virtue.

This research is in line with research conducted by Apriyana et al. (2021); Hindristina et al. (2021), in which the results of the research conducted by them obtained the same results as this study, namely organizational Citizenship behavior has a significant effect simultaneously on organizational commitment and organizational climate.

## **5. CONCLUSION**

### **5.1. Conclusion**

Based on the results of the analysis and processing of data in this study, it can be concluded regarding the effect of organizational commitment and organizational climate on organizational citizenship behavior in Bank BRI employees at the Kisaran Branch Office as follows:

- 1) The organizational commitment variable partially has a positive and significant effect on organizational citizenship behavior in Bank BRI employees at the Kisaran Branch Office, with these results Ha1 is accepted. Based on the results of the descriptive analysis of the organizational commitment variable (X1), the most influential indicator is affective commitment. The higher the organizational commitment of employees, the higher the organizational citizenship behavior of employees.
- 2) The organizational climate variable partially has a positive and significant effect on organizational citizenship behavior in Bank BRI employees at the Kisaran Branch Office, with these results Ha2 is accepted. Based on the results of the descriptive analysis of the organizational climate variable (X2), the most influential indicator is responsibility. The more conducive the organizational climate felt by employees, the higher the organizational citizenship behavior of employees.
- 3) Organizational commitment variables and organizational climate variables simultaneously have a significant effect on organizational citizenship behavior in Bank BRI employees at the Kisaran Branch Office, with these results Ha3 is accepted. The results of the coefficient of determination show that the relationship formed is quite close, thus organizational commitment and organizational climate can improve organizational citizenship behavior of employees.

## **5.2. Suggestion**

Based on the results of the research and discussion above, the researcher provides suggestions that can be used as input as follows:

- 1) Based on research on organizational commitment variables, it is known that the indicators of sustainable commitment are still low at Bank BRI Kisaran Branch Offices. The author suggests parties from Bank BRI Kisaran Branch Offices to pay more attention to aspects of sustainable commitment. This can be done by giving bonuses if employees do work outside of working hours, giving awards to employees who are never late to the office every month. Thus, expected employees of Bank BRI Kisaran Branch Office to the similarity of vision and mission with the company and can improve the commitment to employees who can build a moral value so that employees are not just working based on job description it is also but more than what is written on Job Description (Organizational Citizenship Behavior)
- 2) Based on research on organizational climate variables, it is known that conflict indicators are still low at Bank BRI Kisaran Branch Offices. This can be seen from the statement that there are still many employees who feel that they do not agree that employees give each other criticism and suggestions to solve the problems that occur. We also suggests that Bank BRI Kisaran Branch Office is also expected to pay attention to the organizational climate that exists in the company, especially in the aspect of conflict. This can be done by evaluating the performance of employees and superiors so that if there are obstacles in the work it can be resolved properly. This will later create a conducive climate within the company. The conducive climate within the company can build the employee's spirit and will affect the increase of organizational citizenship behavior of employees.
- 3) Based on research on organizational citizenship behavior variables, it was found that indicators of altruism (caring) were still low at BRI Bank Kisaran Branch Offices. The author suggests parties from BRI Bank Kisaran Branch Offices to pay more attention to aspects of altruism (caring), seeing that there is a significant relationship to organizational commitment and climate. Bank BRI Kisaran Branch Offices must continue to improve organizational citizenship behavior in each of its employees. This can be done by providing feedback to employees in the form of praise, or rewards for employees who have good behavior. And also Bank BRI Kisaran Branch Offices need to hold Gathering activities on a regular basis to foster a sense of kinship among employees which in turn will make employees have a sense of concern for one another. As such, it will also affect the improvement of the organizational commitment of the employees and the creation of conducive climate in the company.

## **REFERENCES**

- Apriyana, I. K. K., Widayani, A. A. D., & Purnawati, N. L. G. P. (2021). Pengaruh Iklim Organisasi, Komitmen Organisasi Dan Dukungan Organisasional Terhadap Organizational Citizenship Behavior (OCB) Pada Karyawan LPD Di Desa Adat Penarungan. *EMAS*, 2(2).

- Darojat, A. . (2015). *Konsep-Konsep Dasar Manajemen Personalia Masa Kini*. Refika Aditama.
- Dewanggana, B. D., Paramita, P. D., & Haryono, A. T. (2016). Pengaruh komitmen organisasi, kepuasan kerja, budaya organisasi terhadap organizational citizenship behavior (OCB) yang berdampak pada prestasi kerja karyawan (Studi pada PT. PLN APP Semarang). *Journal of Management*, 2(2).
- Fanis, A. T., & Rahmi, F. (2017). Pengaruh iklim organisasi terhadap organizational citizenship behavior pada karyawan bank x. *Jurnal RAP (Riset Aktual Psikologi Universitas Negeri Padang)*, 7(1), 1–11.
- Felicia, A. (2017). Pengaruh komitmen organisasional terhadap organizational citizenship behavior di Hotel Gunawangsa Manyar Surabaya. *Jurnal Hospitality Dan Manajemen Jasa*, 5(2).
- Hindristina, N. K. B. Y., Sujana, I. W., & Novarini, N. N. A. (2021). Pengaruh Kepuasan Kerja, Iklim Organisasi Dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior (OCB) Pada Karyawan Pt. Kindo Ritel Prima. *EMAS*, 2(1).
- Khairuddin, K. (2020). Pengaruh Iklim Organisasi terhadap Organizational Citizenship Behavior. *Journal of Education, Humaniora and Social Sciences (JEHSS)*, 2(3), 554–560.
- Kusumajati, D. A. (2014). Organizational citizenship behavior (OCB) karyawan pada perusahaan. *Humaniora*, 5(1), 62–70.
- Lestari, E. R., & Ghaby, N. K. F. (2018). Pengaruh organizational citizenship behavior (OCB) terhadap kepuasan kerja dan kinerja karyawan. *Industria: Jurnal Teknologi Dan Manajemen Agroindustri*, 7(2), 116–123.
- Lubis, M. S. (2015). pengaruh iklim organisasi dan komitmen organisasi terhadap pembentukan organizational citizenship behavior (OCB) karyawan dalam rangka peningkatan kinerja. *Jurnal Apresiasi Ekonomi*, 3(2), 75–84.
- Meithiana, I. (2017). *Kepuasan Kerja dan Kinerja Karyawan Tinjauan dari Dimensi Iklim Organisasi, Kreativitas Individu, dan Karakteristik Pekerjaan*. Indomedia Pustaka.
- Priansa, D. . (2016). *Perencanaan dan Pengembangan Sumber Daya Manusia*. Alfabeta.
- Prihatsanti, U., & Dewi, K. S. (2017). Hubungan antara iklim organisasi dan organizational citizenship behavior (OCB) pada guru SD Negeri di Kecamatan Mojolaban Sukoharjo. *Jurnal Psikologi Universitas Diponegoro*.
- Robbins, S.P., & Judge, T. . (2015). *Perilaku Organisasi*. Selemba Empat.
- Robbins, S.P., & Judge, T. . (2016). *Perilaku Organisasi Edisi 16*. Selemba Empat.
- Saraswati, K. D. A., & Hakim, G. R. U. (2019). Pengaruh komitmen organisasi terhadap organizational citizenship behavior pada Dinas Pendidikan Kabupaten Malang. *Jurnal Sains Psikologi*, 8(2), 238–247.
- Simamora. (2017). *Sumber Daya Manusia*. PT. Alfabeta.
- Sugiyono, S. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta, CV.
- Suliyanto. (2018). *Metode Penelitian Bisnis untuk Skripsi, Tesis, & Disertasi*. Andi Offset.
- SUMARNO, A. (2022). *Pengaruh Gaya Kepemimpinan Dan Iklim Organisasi Terhadap Kepuasan Kerja*. STIE MALANGKUCEWARA.
- Suparjo, D. P. R. R. (2016). Pengaruh komitmen organisasi, kepuasan kerja dan budaya organisasi terhadap organizational citizenship behavior (OCB)(Studi Pada PT. Plasa Simpanglima Semarang). *Jurnal Ilmiah Dinamika Ekonomi Dan Bisnis*, 1(1).

- Sutrisno, E. (2010). *Manajemen Sumber Daya Manusia*, Jakarta. *Kencana Prenada Media Group*.
- Titisari, P. (2014). *Peranan organizational citizenship behavior (OCB) dalam meningkatkan kinerja karyawan*.
- Umam, K. (2018). *Perilaku Organisasi*. CV Pustaka Setia.
- Wibowo. (2019). *Perilaku dalam Organisasi*. Rajawali Pers.