

## The Role of OCB As a Mediation Variable on Employee Performance

Muhammad Irfan Al Asyqy<sup>1</sup>, Ida Aryati DPW<sup>2</sup>, Sarsono<sup>3</sup>

Surakarta Islamic University of Batik, Indonesia

muhammadirfanalasyqy@gmail.com

### ABSTRACT

*The purpose of this study was to investigate the effect that organizational citizenship behavior (OCB) has on employee performance as a mediation factor at the General Section of the Surakarta City Regional Secretariat. The data in this study are quantitative in nature. The information that was utilized in this research derived from primary sources, specifically questionnaires that were given out to a minimum of 75 employees of the General Section of the Regional Secretariat of Surakarta City. Saturated sampling is the method that is being used for the sample. The methods of data analysis that were used included statistical analysis, including Convergent Validity, Discriminant Validity, and Composite Reliability using SmartPLS 3.0. The findings indicated that organizational culture and work ethic both directly and indirectly had a significant and positive effect on employee performance at the General Section of the Surakarta City Regional Secretariat. The findings of the study also indicate that OCB, in its role as a mediating variable, has a stronger indirect influence than a direct effect on the performance of employees in the General Section of the Regional Secretariat of Surakarta City. It is anticipated that the findings of this study will contribute positively to the discourse that leaders engage in to enhance organizational culture, work ethic, and organizational citizenship behavior for the purpose of improving employee performance.*

**Keywords:** *organizational culture, work ethic, organizational citizenship behavior, employee performance*

### ABSTRAK

Penelitian ini bertujuan untuk menguji dan menganalisis peran variabel mediasi yaitu Organizational Citizenship Behavior (OCB) terhadap pengaruh variabel bebas yaitu budaya organisasi dan etos kerja dengan variabel terikat yaitu kinerja pegawai pada Bagian Umum Sekretariat Daerah Kota Surakarta. Metode penelitian menggunakan metode kuantitatif dan pengumpulan data menggunakan angket, observasi dan dokumentasi. Populasi dalam penelitian ini adalah seluruh pegawai pada Bagian Umum Sekretariat Daerah Kota Surakarta sebanyak 75 orang. Sedangkan sampel penelitian ini juga sejumlah 75 orang menggunakan teknik sampling sensus. Teknik analisis data yang digunakan analisis statistik yaitu uji *Convergent Validity, Discriminant Validity, dan Composite Reliability, R-Square, Q2 predictive relevance* menggunakan SmartPLS 3.0. Hasil penelitian menunjukkan bahwa budaya organisasi dan etos kerja secara langsung berpengaruh signifikan dan positif terhadap kinerja pegawai pada Bagian Umum Sekretariat Daerah Kota Surakarta, dan secara tidak langsung melalui OCB sebagai variabel mediasi budaya organisasi dan etos kerja berpengaruh signifikan dan positif terhadap kinerja pegawai pada Bagian Umum Sekretariat Daerah Kota Surakarta. Dari hasil penelitian juga menunjukkan bahwa OCB sebagai variabel mediasi memberikan pengaruh secara tidak langsung yang lebih besar daripada secara langsung terhadap kinerja pegawai pada Bagian Umum Sekretariat Daerah Kota Surakarta.

**Kata kunci:** budaya organisasi, etos kerja, organizational citizenship behavior (OCB), kinerja pegawai

## INTRODUCTION

Employee performance dramatically affects the company's quality in achieving its operational targets. Companies must carry out various methods to improve employee performance and understand what affects employee performance. Good performance is the target of every company, the company's success in improving employee performance is greatly influenced by human resources or commonly referred to as employees.

As human resources in a company, employees are expected to play an active role in achieving company goals. Employees are not a machine and money that can be fully regulated and controlled in achieving the company, but rather valuable assets of the company that must be appropriately maintained, Sunuharyo & Pristiwati (2018), who must maintain employee performance for the sustainability of a company. Employee performance is a problem that the management of an organization will always face, therefore management needs to know the factors that can affect employee performance, Agung & Ningrum, (2021).

Employees are the backbone of the organization. The achievement of organizational success is inseparable from the contribution of employee performance. The position of employees in the organization as initiators,

constantly giving their energy, creativity, and effort to the organization. The problem that exists in human resource management is the main problem that deserves the organization's attention: employee performance. Employee performance is considered necessary for the organization because the success of an organization is influenced by the performance itself, Razak, Sjahrudin & Aqsariyanti, (2019).

Organizational culture is one of the factors that can affect employee performance. Fahmi in Basallamah et al. (2019) explained that one of the functions of corporate culture is as a driver to improve the quality of work of employees and company managers because organizational culture is a long-standing habit and is used and applied in the life of work activities. Dunggio Swastiani (2020) said corporate culture would also impact organizational efficiency, effectiveness, and employee empowerment.

Organizational culture can help employee performance because it motivates employees to give their best ability to take advantage of the opportunities provided by their organization. A strong culture is a key to an organization's success. Ulinuha and syafii (2018) say that Corporate or organizational culture permeates the organization's life and will further affect every life of the organization. Therefore, corporate or organizational culture considerably influences aspects of fundamental aspects and employee performance in a company. Organizational culture is also a factor that can influence Organizational Citizenship Behavior (OCB). A strong corporate culture can cause employees to feel like they are doing their jobs beyond what has been required in their work, Pemayun (2017).

Employees who have a good work ethic will try to show an attitude, disposition, and confidence in carrying out a job by acting and working to the best of their ability. Lestiowati et al. (2019) said that work ethic is a person's perspective in responding, doing, and acting at work, with willingness and attention to the values and rules that apply in an organization, agencies, and companies so that what can carry out the job correctly.

Organizational culture is a variable that is often discussed for many years in study, corporate culture is the behavior of an organization in which there are values, norms, habits that prevail in an organization or a company.

In a previous study by Dunggio (2020), it was found that organizational culture affects employee performance at the Duinggi Sub-district office in Gorontalo City. In research conducted by Basalamah (2019) organizational culture has a positive and significant effect on the performance of entrepreneurs in PT. Bank Syariah Mandiri. Based on the results of previous studies, the following hypotheses are taken:

### **H1: Organizational Culture affects Employee Performance.**

A high work ethic can contribute more to an organization. Even employees with a high work ethic can influence their colleagues to become enthusiastic so that employee performance will improve.

Research conducted by Masrifah (2021) stated that work ethic positively and significantly affects employee performance at the Bekasi City Public Works Office. This is the same as the research conducted by Nugraheni (2020) where work ethic significantly influences the performance of FF Mall Citraland Semarang employees. Based on the results has been carried out previously, the following hypotheses are taken:

### **H2: Work Ethic affects Employee Performance.**

The relationship between organizational culture and OCB is also straightforward to research carried out by Putra et al. (2017). The analysis results show that organizational culture has a direct effect on affective commitment and Organizational Citizenship Behavior (OCB), and affective commitment directly affects Organizational Citizenship Behavior (OCB).

Research conducted by Husodo (2018) the results of the analysis showed that there is a significant favorable influence between organizational culture on Organizational Citizenship Behavior (OCB). Based on the results of research that has been carried out previously, the following hypotheses are taken:

### **H3: Organizational culture affects OCB**

Work ethic variables have also been commonly discussed very interestingly. When discussing work ethic and OCB, a person's work ethic is closely related to patterns of character, beliefs, culture, performance, lifestyle. Research conducted by Syah Amirul (2020) the results of the analysis showed that Islamic work ethic had a positive and significant effect on the Organizational Citizenship Behavior (OCB) of Bank SUMUT Syariah employees in Medan City. The results of tests conducted by Susanti et al (2022) show that work ethic positively affects Organization Citizenship

Behavior (OCB). Based on the results of research that has been carried out previously, the following hypotheses are taken:

#### **H4: Work ethic affects OCB**

OCB is a voluntary behavior carried out by a person to help others at work. This often happens when a colleague has an unfinished workload then his partner voluntarily helps him. In the results of previous research conducted by Sunuharyo & Pristiwati, (2018), this study concludes that organizational citizenship behavior has a significant effect on employee performance.

Meanwhile, the previous research conducted by Pratiwi & Yuwanda, (2020), that the results of this study conclude that organizational citizenship behavior has a positive and significant effect on performance. Based on the results of research that has been carried out previously, the following hypotheses are taken:

#### **H5: Organizational citizenship behavior (OCB) affects Employee Performance.**

Many studies have proven the positive influence of organizational culture on OCB and employee performance. That way, this study aims to confirm the role of OCB as a mediating variable between corporate culture and employee performance which will be carried as the following hypothesis:

#### **H6: OCB mediates the influence between organizational culture and employee performance**

No less does it prove the positive influence of work ethic on OCB and employee performance. In the research conducted. That way this study aims to confirm the role of OCB as a mediating variable work ethic to employee performance which will be carried as the following hypothesis:

#### **H7: OCB Mediates the influence between work ethic and employee performance**

The General Section Office includes busy offices and the potential for the excessive workload. mainly when they have to make reports or complete work, with the variable organizational culture, work ethic, and organizational citizenship behavior expected to bring positive results in the future to the performance of employees of the General Section of the Surakarta City Regional Secretariat.

Based on existing problems and the results of previous research, this study aims to test the role of OCB (Organizational Citizenship Behavior) as a mediating variable for employee performance in the General Section of the Surakarta City Regional Secretariat.

## **RESEARCH METHOD**

This research belongs to the type of quantitative descriptive research. Research methods are based on the philosophy of positivism and used to research on specific populations or samples, and sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative/statistical to test predetermined hypotheses.

This study was used to see the role of OCB as a mediating variable for employee performance in the General Section of the Surakarta City Regional

Secretariat by collecting data using observation, documentation, interviews, questionnaires, and literature studies.

This study's location was in Surakarta City, namely the office of the General Section of the Surakarta Regional Secretariat. The time needed in this study is 3 months (01 July 2022 – 30 September 2022) because at that time, employees do a lot of tasks and quarterly reports so the workload will increase. This research starts from observation to making data results and research conclusions.

The population in this study is employees at the General Section office of the Surakarta Regional Secretariat in 2022. The total population is 75 employees consisting of ASN (State Civil Apparatus) and TKPK (Manpower with Contract Agreements), (excluding Section Heads and Sub-Section Heads).

Based on this study because the total population is less than 100 respondents, the author took all the total population in the General Section of the Surakarta City Regional Secretariat, which was 75 respondents. The authors used nonprobability sampling with saturated sampling techniques/ census in this study. The dependent variable in this study is Employee Performance (Y). The free variables in this study include Variable (X1): Organizational Culture; Variable (X2): Work Ethic. This study's intervening variable is Organizational citizenship behavior (OCB) (Z).

Verified analysis in this study used statistical test tools, namely by testing variance-based structural equations or Partial Least Square (PLS) using Smart PLS 3.0 software. The analysis steps in PLS for this study are as follows:

1. Designing a Structural Model (inner model). A structural model is a model that specifies relationships between latent variables. This model describes relationships between latent variables based on substantive theory (Ghozali, 2006)
2. Designing a Measurement Model (outer model). Outer model is a model that specifies the relationship between latent variables and their indicators, or it can be said that the outer model defines how each indicator relates to its latent variables (Ghozali, 2006).
3. constructing a path diagram. This step is easier to understand, where the results of designing the inner model and outer model are estimated: Path Coefficient, Loading and Weight. The parameter estimation method (estimate) in the PLS method is the least square method. The calculation process is carried out by means of interaction, where the interaction will stop if it has reached a convergent state.
4. Evaluate the Goodness of Fit. The evaluation of the goodness of fit is divided into two, namely the outer model and the inner model.
  - a. The outer model is divided into two, namely formative and reflective. In this study, the indicators used were reflective indicators. Outer models with reflexive indicators are evaluated with convergent and discriminant validity of their indicators and composite reliability for indicator blocks. Convergent validity is assessed based on the correlation between the item score / component score and the construct score calculated with PLS. An individual reflexive measure is said to be high if it correlates more

than 0.7 with the construct to be measured. However, for the early stage research of the development of a measurement scale the loading value of 0.5 to 0.6 is considered sufficient (Chin, 1998). Discriminant validity is assessed based on cross loading measurements with constructs. If the correlation of constructs with measurement items is greater than the size of other constructs, it shows that latent constructs predict the size on their blocks better than the sizes on other blocks.

In addition, to assess discriminant validity can also be done by comparing the square root value of Average Variance Extracted (AVE) of each construct with the correlation between the construct and other constructs in the model. If the AVE squared value of each construct is greater than the correlation value between the construct and other constructs in the model, then it is said to have good discriminant validity (Fornell in Ghozali, 2006).

- b. This research belongs to the type of quantitative descriptive research. Research methods are based on the philosophy of positivism and used to research specific populations or samples. Sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative/statistical to test predetermined hypotheses.

## RESULTS AND DISCUSSIONS

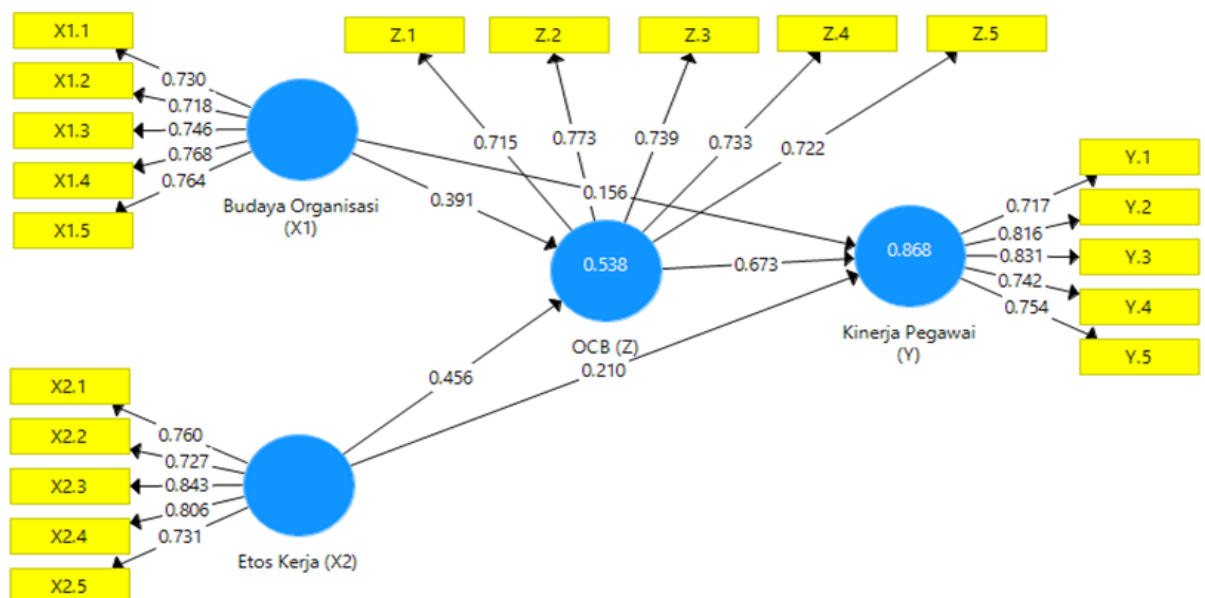


Figure 1. Output Smart PLS 3.0

## Convergent Validity

One way to demonstrate the connection between reflective items and their underlying latent variables is through a test known as "convergent validity." If the loading factor is more than 0.7, then the indicator is considered to be met.

Test convergent validity the results of the computation of the loading factor are presented in picture 1. This picture demonstrates that each indicator's loading factor on the variables of organizational culture, work ethic, OCB, and Employee Performance is more than the loading factor. Because every value that is more than the threshold is equal to 0.7, we may assert that the research instrument is valid.

## Discriminant Validity (Cross Loading)

Table 1. Cross Loading

	OC (X1)	WE (X2)	EP (Y)	OCB (Z)
OC1	0.730	0.424	0.642	0.517
OC2	0.718	0.322	0.448	0.474
OC3	0.746	0.378	0.481	0.429
OC4	0.768	0.361	0.458	0.459
OC5	0.764	0.344	0.442	0.397
WE1	0.378	0.760	0.478	0.487
WE2	0.354	0.727	0.532	0.521
WE3	0.382	0.843	0.584	0.561
WE4	0.479	0.806	0.560	0.483
WE5	0.331	0.731	0.640	0.461
EP1	0.652	0.441	0.717	0.704
EP2	0.492	0.659	0.816	0.793
EP3	0.515	0.593	0.831	0.750
EP4	0.512	0.527	0.742	0.635
EP5	0.442	0.574	0.754	0.596
OCB1	0.610	0.408	0.614	0.715
OCB2	0.442	0.598	0.765	0.773
OCB3	0.379	0.539	0.718	0.739
OCB4	0.450	0.399	0.599	0.733
OCB5	0.401	0.420	0.618	0.722

Source: processed data, 2022

As can be seen in the table shown above, the cross loading of each indicator on the latent variables of organizational culture and work ethic is greater than the cross loading value of the latent variable. This is demonstrated by the fact that the

results of the discriminant validity test can be found in the table. Because every value that is more than the threshold is equal to 0.7, we can say that the research instrument is discriminantly valid.

## Composite Reliability

Table 2. Composite Reliability

Variabel	Cronbachs Alpha	Composite Reliability	AVE
OC (X1)	0.801	0.862	0.556
WE (X2)	0.832	0.882	0.600
EP (Y)	0.831	0.881	0.598
OCB (Z)	0.791	0.856	0.543

Source: processed data, 2022

The information presented in the table that is located above demonstrates that the value of all variables in the reliability test using AVE has a value that is greater than 0.5, that the value of Composite Reliability is greater than 0.7, and that the value of Cronbach's alpha is greater than 0.7. As a result, one can get the conclusion that the variables that were examined are both valid and reliable, which means that the process of testing the structural model can move on.

## Organizational culture on employee performance

The fact that the original sample had a value of 0.156 implies that the employee performance construct is positively correlated with the organizational culture construct. This construct relationship has a t-statistic value of 2.031, with a two tailed value of 1.96, indicating that the t-statistic value is greater than 1.96 so that the organizational culture construct influences the employee performance construct, and a significance level of 5%, where this construct relationship has a p-value of 0.043, allowing the relationship between organizational culture and employee performance to be declared significant.

## Work ethic on employee performance

The fact that the original sample had a value of 0.210 implies that the employee performance construct is positively correlated with the work ethic construct. This construct relationship has a t-statistic value of 2.037, with a two tailed value of 1.96, indicating that the t-statistic value is greater than 1.96 so that the work ethic construct influences the employee performance construct, and a significance level of 5%, where this construct relationship has a p-value of 0.042, allowing the relationship between work ethic and employee performance to be declared significant.

## Organizational culture on organizational citizenship behavior

The fact that the original sample had a value of 0.391 implies that the organizational culture construct is positively correlated with the organizational citizenship behavior construct. This construct relationship has a t-statistic value of 3.216, with a two tailed value of 1.96, indicating that the t-statistic value is greater

than 1.96 so that the organizational culture construct influences the organizational citizenship behavior construct, and a significance level of 5%, where this construct relationship has a p-value of 0.001, allowing the relationship between organizational culture and organizational citizenship behavior to be declared significant.

### **Work ethic on organizational citizenship behavior**

The fact that the original sample had a value of 0.456 implies that the organizational culture construct is positively correlated with the organizational citizenship behavior construct. This construct relationship has a t-statistic value of 4.957, with a two tailed value of 1.96, indicating that the t-statistic value is greater than 1.96 so that the organizational culture construct influences the organizational citizenship behavior construct, and a significance level of 5%, where this construct relationship has a p-value of 0.000, allowing the relationship between organizational culture and organizational citizenship behavior to be declared significant.

### **OCB on employee performance**

The fact that the original sample had a value of 0.673 implies that the organizational culture construct is positively correlated with the organizational citizenship behavior construct. This construct relationship has a t-statistic value of 5.905, with a two tailed value of 1.96, indicating that the t-statistic value is greater than 1.96 so that the organizational culture construct influences the organizational citizenship behavior construct, and a significance level of 5%, where this construct relationship has a p-value of 0.000, allowing the relationship between organizational culture and organizational citizenship behavior to be declared significant.

### **OCB mediates the influence of organizational culture on employee performance**

The original sample value of 0.263 demonstrates that the organizational culture construct, which is mediated by organizational citizenship behavior, has a positive influence on employee performance constructs. This is evidenced by the fact that the original sample value was positive. At a significance level of 5 percent, the p-value of 0.018 indicates that the hypothesis that OCB mediates the effect of organizational culture on employee performance is significant. The t-statistic value in this construct relationship is 2.372, and the two-tailed value is 1.96. This indicates that the t-statistic value is greater than 1.96, and that OCB mediates the effect of organizational culture. It is possible to draw the conclusion that OCB acts as a partial mediator because the direct influence of organizational culture on employee performance, as measured by the Original Sample value of 0.156, is less than the indirect influence, as measured by OCB's value of 0.263.

### **OCB mediates the effect of work ethic on employee performance**

The original sample value of 0.307 demonstrates that the work ethic construct, which is mediated by organizational citizenship behavior, has a positive influence on employee performance constructs. This is evidenced by the fact that the original sample value was positive. At a significance level of 5 percent, the p-value of 0.000 indicates that the hypothesis that OCB mediates the effect of work ethic on employee performance is significant. The t-statistic value in this construct

relationship is 3.610, and the two-tailed value is 1.96. This indicates that the t-statistic value is greater than 1.96, and that OCB mediates the effect of organizational culture. It is possible to draw the conclusion that OCB acts as a partial mediator because the direct influence of organizational culture on employee performance, as measured by the Original Sample value of 0.210, is less than the indirect influence, as measured by OCB's value of 0.307.

## CONCLUSION

It is possible to draw several conclusions based on the findings of the data analysis that was performed by carrying out the task of distributing questionnaires to employees of the General Section of the Surakarta City Regional Secretariat. Some of these conclusions are as follows:

- a. In the General Section of the Surakarta City Regional Secretariat, the organizational culture has a significant and positive influence on the performance of the employees.
- b. In the General Section of the Surakarta City Regional Secretariat, the work ethic has a significant and positive influence on the performance of the employees.
- c. Within the General Section of the Surakarta City Regional Secretariat, the organizational culture has a significant and positive influence on the behavior of organizational citizenship.
- d. Within the General Section of the Surakarta City Regional Secretariat, the work ethic has a significant and positive influence on the behavior of organizational citizenship.
- e. In the General Section of the Surakarta City Regional Secretariat, the organizational citizenship behavior has a significant and positive influence on employee performance.
- f. The effect of organizational culture is mediated by organizational citizenship behavior (OCB). It is possible to draw the conclusion that OCB is a partial mediator of the General Section of the Surakarta City Regional Secretariat because the direct influence of organizational culture on employee performance was found to be lower than the indirect influence, which was calculated based on the value of the Original Sample.
- g. The effect of work ethic is mediated by organizational citizenship behavior (OCB). It is possible to draw the conclusion that OCB is a partial mediator of the General Section of the Surakarta City Regional Secretariat because the direct influence of work ethic on employee performance was found to be lower than the indirect influence, which was calculated based on the value of the Original Sample.

## REFERENCES

- A.A. Anwar Prabu Mangkunegara. (2017). *Manajemen Sumber Daya Manusia Perusahaan*, Bandung : Remaja Rosdakarya.

- Abdillah, Willy dan Jogiyanto Hartono. (2016). Partial Least Square (PLS): Alternatif Structural Equation Modeling (SEM) dalam Penelitian Bisnis. Yogyakarta: Andi.
- Ai Rohayati. (2014). Pengaruh Kepuasan Kerja Terhadap Organizational Citizenship Behavior: Studi Pada Yayasan Masyarakat Madani Indonesia. Smart- Study & Manajement Reearch. Vol 11. No. 1-2014. Pp. 20-38.
- Aini, L. N., Nurtjahjani, F., & Dhakirah, S. (2021). The Effect of Work Ethics and Motivation on The Job Performance of Ony Comp Employees Malang. Economics & Business Solutions Journal, 5(02), 64–74.
- Albert Kurniawan (2015). Pengaruh Komitmen Organisasi Terhadap Organizational Citizenship Behavior PT X Bandung. Jurnal.
- Any Noor. 2013. Manajemen Event. Bandung : Alfabeta
- Aqsariyanti, L., Sjahrudin, H., & Razak, N. (2019). Pengaruh Etos Kerja dan Iklim Organisasi Terhadap Kinerja Karyawan. Jurnal Organisasi Dan Manajemen, 1(1), 33–34.
- Ariani, A. P., Sintaasih, D. K., & Putra, M. S. (2017). Pengaruh Budaya Organisasi Terhadap Organizational citizenship behavior Dengan Pemeditasi Komitmen Afektif Di Sekretariat Kabupaten Badung. E-Jurnal Ekonomi Dan Bisnis Universitas Udayana, 7, 2665. <https://doi.org/10.24843/eeb.2017.v06.i07.p03>
- Arikunto, Suharsimi. (2012). Prosedur Penelitian Suatu Pendekatan Praktek. Jakarta: Rineka Cipta
- Candana, D. M. (2021). Determinasi Prestasi Kerja Dan Kepuasan Kerja: Etos Kerja Dan Disiplin Kerja (Suatu Kajian Studi Literatur Manajemen Sumberdaya Manusia). Jurnal Ilmu Manajemen Terapan, 2(4), 544–561. <https://doi.org/10.31933/jimt.v2i4.471>
- Darodjat, A. T. (2015). Konsep-Konsep Dasar Manajemen Personalia Masa Kini. Bandung: Refika Aditama
- Dharma, Agus. (2013), Manajemen Supervisi. Cetakan Kelima. Jakarta. Raja Grafindo Persada.
- Dunggio, S. (2020). Pengaruh Budaya Organisasi Terhadap Kinerja Pegawai Di Kantor Camat Duingi Kota Gorontalo. Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi Dan Pelayanan Publik, 7(1), 1–9. <https://doi.org/10.37606/publik.v7i1.114>
- Edison, Emron. Yohny anwar, Imas komariyah. (2016). Manajemen Sumber Daya Manusia. Bandung: Alfabeta

- Effendy, Onong Uchjana. 2015. Ilmu, Komunikasi Teori dan Praktek Komunikasi. Bandung: PT. Citra Aditia Bakti
- Firdaus. (2019), Pengaruh Budaya Organisasi Terhadap Organizational Citizenship Behavior (OCB) Pada Karyawan Pt Milano Aek Batu, Universitas Medan Area. Medan. <http://repository.uma.ac.id/handle/123456789/11251>
- Ghozali, H. Imam. (2013). Aplikasi Analisis Multivariate dengan Program SPSS 21 Update PLS Regresi. Cetakan ke-7. Semarang : Badan Penerbit Universitas Diponegoro.
- Ghozali, Imam, Hengky Latan. (2015). Konsep, Teknik, Aplikasi Menggunakan Smart PLS 3.0 Untuk Penelitian Empiris. BP Undip. SemarangHarnanto. 2017. Akuntansi Biaya: Sistem Biaya Historis. Yogyakarta: BPFE.
- Ginting, Desmon. (2016). Etos kerja: Panduan Menjadi Karyawan Cerdas. Jakarta: Elex Media Komputindo.
- Hair et. al., (2011). Multivariate Data Analysis (7th ed.). New Jersey: Pearson Prentice Hall.
- Haryono, Siswoyo. (2017). Metode SEM Untuk Penelitian Manajemen Dengan AMOS LISREL PLS. Luxima Metro Media
- Hermansyur, H. M., & Aditi, B. (2017). Jurnal Konsep Bisnis dan Manajemen. Jurnal Konsep Bisnis Dan Manajemen, 3(1), 32-43. <https://doi.org/10.31289/jkbn.v7i1.3750>
- Husodo, Y. R. P. (2018). Pengaruh Budaya Organisasi Terhadap Organizational citizenship behavior (OCB) Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada PT. Jatim Indo Lestari. Agora, 6(1), 1-8. <http://publication.petra.ac.id/index.php/manajemen-bisnis/article/view/6475>
- Inge Monica, A. M. (2020). Effect of Organizational citizenship behavior and Compensation Toward Employee Performance At Pt. Semen Padang With Overload Work As the Mediating Variable. Jurnal Ilmiah Manajemen Vol 8. No. 1, Maret 2020 (53-62) e-ISSN 2580-3743,