



Antecedents of organizational citizenship behavior nurse type c hospital Surabaya

Teguh Setiawan Wibowo

STIE Mahardika Surabaya

teguh10setiawan@gmail.com

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ABSTRACT

The purpose of this study was to analyze the OCB antecedents of type C hospital nurses in Surabaya. This research uses quantitative research with a case study approach. Data analysis techniques in this study used validity, reliability, classical assumption and hypothesis testing. Based on the results of data analysis and discussion, it can be seen that the OCB antecedent of Type C Hospital nurses in the city of Surabaya is influenced by several factors, including the Thriving Workplace variable and the Person-Organizational Fit variable that does not have a significant influence on the Organizational Citizenship Behavior of Type C Hospital nurses in the city. Surabaya. Meanwhile, Organizational Commitment variable has a positive and significant influence on Organizational Citizenship Behavior. The addition of the Job Embeddedness variable has an effect, so that the three variables of Thriving Workplace, Person-organization Fit, and Organizational Commitment have a positive and significant influence on the Organizational Citizenship Behavior of Type C Hospital nurses in the city of Surabaya. While the intervening variable represented by Job Embeddedness also has a positive and significant influence on Organizational Citizenship Behavior of Type C Hospital nurses in the city of Surabaya.



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INTRODUCTION

In today's competitive era, many organizations in the world have realized that only by developing human resources, the organization's existence can continue to grow because the service innovation side is in the human aspect itself. Human resources are an important asset or capital in organizational effectiveness in developing systems and product and service innovation efforts so that they can still have competitive advantage values compared to other competitors (Saputri et al., 2020).

The human aspect has a very important role in the organization, because they are the internal driving force of the organization so that it can run, develop, survive and improvise in advancing services. Therefore, the human aspect is an intangible asset which includes education level, knowledge, skill, competence, work attitude, ability to innovate, motivation, organizational citizenship behavior, relationships with colleagues, consumers, suppliers, and so on (Syaefudin & Prayekti, 2021).

Successful firms require individuals who are willing to go above and beyond their normal responsibilities and produce performance that exceeds expectations. This statement is very reasonable considering the current world of work is very dynamic and changing very quickly. The tasks carried out by the team and the flexibility of employees really help the company in achieving success (Wolor, 2021). Therefore, organizations or businesses require employees who exhibit "good citizenship" characteristics such as assisting other team members, volunteering to do extra work, avoiding unnecessary confrontations, adhering to the spirit and letter of the regulations, and enduring harm generously. and a few work-related diversions (Nabella, 2021).

Human resources are the most important factor to ensure the effective and efficient use of human skills, talents and abilities to achieve organizational goals. Realizing the existence of an organization in order to achieve its goals requires employees who have commitment (Maska & Riyanto, 2020). Commitment is an attitude that displays how well-informed and connected an individual is to his organization. Commitment generates a person's desire to contribute additional energy and responsibility by committing his whole capacity to the organization's welfare and success. One of the characteristics of a commitment to the organization from internal individuals is to work and carry out services to the fullest. A company or organization can run well and achieve its goals because the performance produced by each component can run smoothly and support each other. Then there are

individuals or groups of individuals who give more value to the work that is their duty as well as added value to the organization known as Organizational Citizen Behavior (hereinafter abbreviated as OCB) (Listiyanie & Yanuar, 2019).

Several previous studies such as that conducted by Kim et al. (2020) explains that there are important elements that need to be considered in organizations, namely behavior outside the formal rules of the organization (extra role) compared to in-role behavior, namely doing work in accordance with the tasks in the job description, which is associated with monetary rewards, then behavior extra-role is more associated with intrinsic rewards. The emergence of this behavior is due to the feeling of being a member of an organization and individuals feel satisfied if they can do more than the established operational standards. Additionally, the study revealed that a successful organization requires individuals who are capable of acting beyond their basic job obligations or delivering performance that exceeds expectations, and the fact is that firms with employees who have strong OCB will perform better. superior to competing organizations, although this statement should be reviewed but this research has positioned the important role of OCB in an organization (Piyandini et al., 2021; Isrok et al., 2021).

There are several factors that drive OCB behavior, including the thriving workplace factor. Thriving Workplace is a psychological state of individuals who experience two things simultaneously, namely vitality and learning atmosphere in the workplace. This situation can continuously help individuals reduce stress, feelings of depression at work, and other bad feelings that make a lack of productivity at work. Several previous studies conducted by Donglong et al. (2020) also strengthens this statement, in his research he found that the thriving workplace has a significant impact on individuals at work such as increasing work performance, increasing innovation and service power, reducing burnout, and organizational commitment. An organization can run well and achieve its goals because the performance produced by each component can run smoothly and support each other. Each component must work in accordance with its duties and responsibilities. Performance is the result of an effort carried out by organizational components in carrying out their duties. Performance measurement has several scales, ranging from the smallest, namely individual performance, team performance to the largest organizational or company performance (Tran & Choi, 2019).

In addition to these factors, OCB is also influenced by Person Organization Fit which can be interpreted as an individual's attachment to work that creates loyalty and remains committed to work which is influenced by the compatibility between organizational values and the values adopted by individuals (Saputra & Supartha, 2019). Based on research conducted by Singh (2018), Person-Organization Fit can be measured by the following four indicators: (1) Value fit; (2) suitability of purpose; (3) Meeting the needs of employees; (4) The suitability of individual culture-personality characteristics. Simultaneously, the Person Organization Fit factor also has an influence on Job Embeddedness which can be understood as an individual's attachment to work which is influenced by three main factors, namely relationship, suitability, and sacrifice.

This is reinforced by previous research conducted on the lack of OCB in generation Y conducted by Saputri et al. (2020) which revealed that Generation Y is willing to change workplaces when compared to the previous generation. The reason for this research is because Generation Y wants a good work environment. The reason why researchers are interested in choosing Generation Y as research is because over time, the role of generations will become more significant, including those who work in various organizations.

This assertion is bolstered by the findings of Lutfi et al. (2020), who discovered that OCB is an individual voluntary behavior that is unrelated to rewards yet contributes to organizational effectiveness. In other words, OCB refers to an employee's action that is motivated by his volunteerism rather than the obligations of his job.

RESEARCH METHOD

This research uses quantitative research with a case study approach. Respondents of this study were Type C Hospital nurses in the city of Surabaya. The total population of respondents in this study was 151 people, while the sample in this study was 30 people who were selected using a random purposive sampling technique. The types of data in this study are primary data and secondary data. Primary data was collected through questionnaires and interviews, while secondary data was collected through literature study. Data analysis techniques in this study used validity, reliability, classical assumption and hypothesis testing.

- H1:** Thriving Workplace is suspected to have a positive and significant direct influence on Organizational Citizenship Behavior
- H2:** Person Organizational Fit is suspected to have a direct positive and significant effect on Organizational Citizenship Behavior
- H3:** Person Organizational Fit is suspected to have a direct positive and significant effect on Organizational Citizenship Behavior
- H4:** Allegedly Thriving Workplace, Person-organization Fit, and Organizational Commitment simultaneously have an influence on Organizational Citizenship Behavior moderated by Job Embeddedness
- H5:** Job Embeddedness is suspected to have a positive and significant influence on Organizational Citizenship Behavior moderated by Job Embeddedness

Based on this, the research flow can be described as follows:

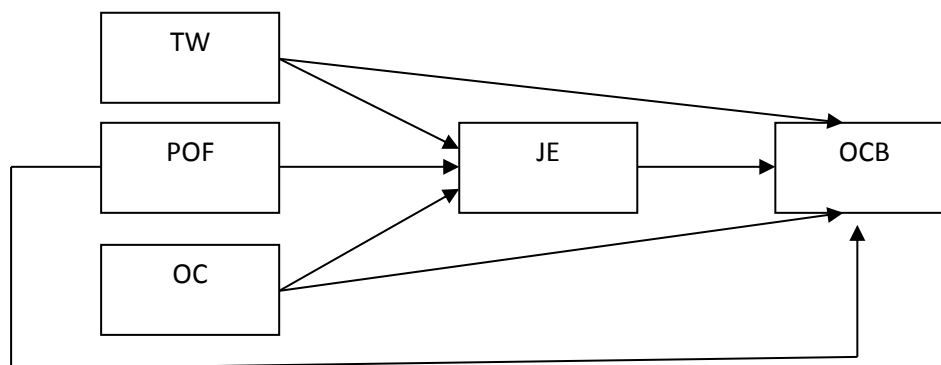


Figure 1 Research flow

RESULTS AND DISCUSSION

Validity Test

Validity testing in the analysis is intended to test how the items in the research instrument can represent the concept to be measured. Validity is determined by comparing item scores to overall item scores using the bivariate correlation person. If the r arithmetic r table indicates that the instrument or statement items have a substantial correlation with the total score, the instrument or statement items are declared valid. The following table summarizes the findings of this study's validity testing:

Table 1 Validity test results

Variable	r-count	r-table	Description	
OCB	1	.648	0.361	Valid
	2	.567	0.361	Valid
	3	.655	0.361	Valid
	4	.732	0.361	Valid
	5	.548	0.361	Valid
	6	.726	0.361	Valid
	7	.645	0.361	Valid
	8	.758	0.361	Valid
	9	.865	0.361	Valid
	10	.945	0.361	Valid

Variable		r-count	r-table	Description
JE	1	.874	.361	Valid
	2	.833	.361	Valid
	3	.655	.361	Valid
	4	.858	.361	Valid
	5	.835	.361	Valid
	6	.667	.361	Valid
	7	.776	.361	Valid
	8	.375	.361	Valid
	9	.468	.361	Valid
	10	.574	.361	Valid
Variable		r-count	r-table	Description
TW	1	.644	.361	Valid
	2	.436	.361	Valid
	3	.734	.361	Valid
	4	.657	.361	Valid
	5	.627	.361	Valid
	6	.755	.361	Valid
	7	.566	.361	Valid
	8	.538	.361	Valid
Variable		r-count	r-table	Description
POF	1	.728	.361	Valid
	2	.546	.361	Valid
	3	.744	.361	Valid
	4	.353	.361	Valid
	5	.744	.361	Valid
	6	.635	.361	Valid
	7	.555	.361	Valid
	8	.585	.361	Valid
	9	.864	.361	Valid
	10	.799	.361	Valid
Variable		r-count	r-table	Description
OC	1	.728	.361	Valid
	2	.546	.361	Valid
	3	.755	.361	Valid
	4	.346	.361	Valid
	5	.754	.361	Valid
	6	.634	.361	Valid
	7	.564	.361	Valid
	8	.577	.361	Valid
	9	.835	.361	Valid
	10	.768	.361	Valid

Source: data proceed

Based on the data in table 1, it can be seen that the test uses a two-sided test with the number of respondent data (n) = 30 respondents. By using the degree of freedom of n-2 or 30-2=28 with a significance level of 0.05, the r-table value is 0.361. The validity test resulted in statement items on the four variables studied having rcount greater than r-table or in other words declared valid.

Reliability Test

Reliability test is used to test the reliability of measuring instruments that can be used again for the same research. According to Maska & Riyanto (2020) the instrument is said to be reliable or trustworthy if the Cronchbach's Alpha value is > 0.50 . The results of reliability testing in this study are presented in the following table:

Table 2 Research reliability test results

Variable	Cronbach alpha value	Critical Point	Description
OCB	.872	0.7	Reliable
JE	.864	0.7	Reliable
TW	.763	0.7	Reliable
POF	.852	0.7	Reliable
OC	.867	0.7	Reliable

Source: data proceed

Based on the results of testing the organizational OCB variable, it resulted in Cronchbach's Alpha 0.847 with a total of 10 statement instruments, the JE variable obtained a Cronchbach's Alpha value of 0.864 with a total of 10 statement instruments, the TW variable obtained a Cronchbach's Alpha value of 0.764 with a total of 8 statement instruments, the POF variable obtained a value of 0.852 with the number of instruments is 10, and the CO variable obtains a Cronchbach's Alpha value of 0.867 with the number of statement instruments 10. From the results of the reliability test, it can be concluded that the instrument of the research variable is reliable and can be used as a research instrument.

Classic assumption test

The classical assumption test is a prerequisite test that is carried out before conducting a more in-depth analysis of the collected data, this test has the aim of obtaining a regression model with the BLUE criteria (Best Linear Unbiased Estimator). The classical assumption test in this study consisted of normality test, multicollinearity test, and autocorrelation test. The results of classical assumption testing in this study are presented in the following table:

Tabel 3 Classical assumption test results

Normality test	Results	Information
	Sig=0.000 ^{c,d}	Normal
	Sig = 0.201 ^{c,d}	Normal
Multicollinearity Test	Results	Information
OCB	VIF = 1.515 Tolerance = 0.657	Multicollinearity Free
JE	VIF = 1.547 Tolerance = 0.557	Multicollinearity Free
TW	VIF = 1.546 Tolerance = 0.664	Multicollinearity Free
POF	VIF = 1.535 Tolerance = 0.667	Multicollinearity Free
Autocorrelation Test	Results	Information
	DW = 1.302	There is no autocorrelation
	DW = 1.778	There is no autocorrelation

Source: data proceed

In the classical assumption test with a data sample of twenty-eight data, in the normality test using the one sample Kolmogorov-Smirnof method with a significance level > 0.05 the resulting significance of 0.000 indicates an indication that the data is not normally distributed with, therefore, the authors use data outliers to eliminating extreme numbers and transforming the data so that the sample used is twenty-eight. After performing the data outliers and transformations, the authors conducted a

second normality test with the regression model and the one sample Kolmogrov Smirnov method with a significant level > 0.05 . The assumptions required for the regression test are normally distributed, or in other words, it can be continued for other analyzes.

The next test is a multicollinearity test, the data is said to have no multicollinearity problem if the Tolerance Value > 0.100 and VIF < 10.00 from each independent variable. The results of the VIF test for all variables are < 10.00 and the tolerance value for all variables is > 0.100 , so a conclusion can be drawn that the test results show that there is no multicollinearity.

Based on the results of the autocorrelation test, the DW value is 1,203, this result indicates that the data is autocorrelated because the value $1,583 > 1,203 < 2,656$ does not meet the requirements, therefore the author performs the Cochrane Orcutt transformation and produces a Durbin Watson number of 1,776. This shows that the value of Durbin Watson $dU < DW < (4-dU)$ or 1.886 is greater than 1.302 and 1.776 is smaller than 2.7, so a conclusion is drawn that there is no autocorrelation.

Hypothesis Test

Hypothesis testing is used to test statements using statistical methods so that the results can be seen significantly. By doing statistical testing of the allegations, the results can decide whether the hypothesis can be accepted or rejected. The results of hypothesis testing are presented in the following table:

Table 4 Hypothesis testing results

Hypothesis testing	Variable	Standard sig	Result	Information
Simultaneous Test (F)	TW, POF, CO on OCB mediated by JE	< 0.05	0.003	Accepted
Partial Test (t)	TW on OCB	< 0.05	0.069	Rejected
	POF on OCB	< 0.05	0.125	Rejected
	CO ob OCB	< 0.05	0.000	Accepted
	JE on OCB	< 0.05	0.001	Accepted
Coefficient of Determination Test	TW, POF, CO on OCB	<i>Adjusted R Square</i>	17.3%	

Source: data proceed

Based on the results of the simultaneous test, it can be seen that the value obtained is 0.003. This value is smaller than 0.05 and the calculated f test value is 5.652 which is greater than F table 2.64 ($5.652 > 2.64$). Based on these results, it can be concluded that Thriving Workplace (TW), Person Organizational Fit (POF), and Organizational Commitment (OC) simultaneously have an influence on Organizational Citizen Behavior (OCB).

Based on the results of the t-statistical test, it shows that the Thriving Workplace (TW) variable has a sig value of $0.069 > 0.05$, the result is that Thriving Workplace (TW) has no implications for Organizational Citizen Behavior (OCB). The Person Organizational Fit (POF) variable has a t-count of $1.604 < 2.037$ and a sig value of $0.125 > 0.05$. The answer is that the Person Organizational Fit (POF) variable has no implications for Organizational Citizen Behavior (OCB). Finally, the Organizational Commitment Variable (CO) has a t-count of $4.083 > 2.0369$ and a sig value of $0.000 < 0.05$, the results show that Organizational Commitment (CO) has a positive influence on Organizational Citizen Behavior (OCB). Furthermore, it can be seen that the value of the influence of Job Embeddedness is 0.001, this proves that Job Embeddedness has a positive and significant influence on Organizational Citizen Behavior (OCB).

Furthermore, the results of the coefficient of determination show that the value (R²) is 0.172. This shows that 17.3% of dividend policy with dimensions of Organizational Citizen Behavior (OCB) is influenced by the Thriving Workplace (TW), Person Organizational Fit (POF) and Organizational Commitment (CO) variables, while the remaining 82.2% can influenced by other variables not examined in this study.

DISCUSSION OF RESEARCH RESULTS

Based on the results of the study, there are several research analyzes according to the hypothesis described as follows:

The Effect of Thriving Workplace on Organizational Citizenship Behavior

Based on the results of the t-statistical test, it shows that the Thriving Workplace (TW) variable has a sig value of $0.069 > 0.05$, the result is that Thriving Workplace (TW) has no implications for Organizational Citizen Behavior (OCB). Based on these results, it can be concluded that H1 is rejected. These results are not in accordance with the results of research conducted by Fatimah & Riyanto (2020) which found that the thriving workplace has a positive and significant effect on OCB. This condition may be influenced by the individual not being emotionally attached to the workplace so that the individual feels less comfortable and chooses to go home from work on time, and does not give more effort to the workplace.

The role of OCB is considered vital and determines organizational performance. OCB is an extra measure that goes beyond the description of the role specified by the organization (Donglong et al., 2020). OCB is an individual characteristic that encompasses not only the ability and willingness to perform their primary tasks but also the desire to perform additional tasks such as collaborating with other employees, offering assistance, offering advice, participating actively, providing additional services to service users, and desiring to maximize their working time (Singh & Singh, 2018).

The Influence of Person Organizational Fit on Organizational Citizenship Behavior

The Person Organizational Fit (POF) variable has a t-count of $1.604 < 2.037$ and a sig value of $0.125 > 0.05$. The answer is that the Person Organizational Fit (POF) variable has no implications for Organizational Citizen Behavior (OCB). Based on these results, it can be concluded that H2 is rejected. This contradicts prior research conducted by Nabella (2021), who discovered a positive and significant relationship between POF and OCB. This means that the individual's fit with the business is determined by the relationship between the individual and the organizational components of the enterprise. Thus, Person Organization Fit is a selection method that considers individuals' compatibility with organizational values, as well as a technique that views the selection process as a means of communication between organizations and individuals, where the match between individuals and jobs (Person Job Fit) and individual fit with the organization are considered. This is not reflected in the Type C Hospital environment in Surabaya; this could be due to the inability of the selection indicators used in the Person Organization Fit method to meet the following criteria: Conformity of potential workers' knowledge with organizational values Compatibility of potential employees' skills with company values, The potential employee's abilities are compatible with the organization's values. The potential employee's requirements are compatible with the organizational values environment. The compatibility of the potential employee's own values with those of the organization.

The Effect of Organizational Performance on Organizational Citizenship Behavior

The variable Organizational Commitment (CO) has a t-count of $4.083 > 2.0369$ and a sig value of $0.000 < 0.05$, the results show that Organizational Commitment (CO) has a positive influence on Organizational Citizen Behavior (OCB). Based on these results, it can be concluded that H3 is accepted. This, however, contradicts the findings of prior research on OCB by Monika & Nurmaya (2021), who discovered that organizational commitment had no effect on OCB. While Wolor's research (2021) shown a considerable beneficial effect of organizational commitment on OCB and other variables, the work environment had no significant positive effect on OCB. Syaefudin & Prayekti's (2021) research, on the other hand, discovered that the work environment variable had a favorable and substantial effect on OCB. Additionally, Saputri & Serang (2020) did study on several components of OCB and found that job satisfaction has a favorable effect on organizational and work commitment, while organizational commitment has a positive effect on OCB. The Hospital's superior organizational performance has a psychological effect on nurses, which has ramifications for any OCB behavior that happens.

Effect of Thriving Workplace, Person-organization Fit, and Organizational Commitment on Organizational Citizenship Behavior moderated by Job Embeddedness

The results show that simultaneously TW, POF and CO have a value of 0.003 which means H4 is accepted, or Thriving Workplace, Person-organization Fit, and Organizational Commitment have a positive and significant influence on Organizational Citizenship Behavior moderated by Job Embeddedness.

Evidently, the existence of the Job Embeddedness variable has a significant effect on OCB. This result is in accordance with the results of previous research conducted by Lutfi & Mardiana (2020) which stated that job embeddedness is an attachment to work that makes individuals loyal and keeps working at the company. The individual is always willing to devote his energies to bringing the company to life because of the awareness that the company needs him. Job embeddedness constructs relationships about how well people fit into their jobs and communities, how people relate to and from work, and what they will sacrifice when they leave their jobs and communities. Job embeddedness is a set of influences on individuals to remain in their jobs.

The term "person-organization fit" refers to the alignment of organizational values with individual values. P-O Fit is predicated on the premise that a person wishes to remain consistent with company principles (Jaya, 2018). The term "P-O Fit" refers to the compatibility of an individual's personality with organizational traits. According to Handler's research, Person-Organizational Fit is a multidimensional structure comprised of three components: values, personality, and work environment.

This means that the individual's fit with the business is determined by the relationship between the individual and the organizational components of the enterprise. Thus, Person Organization Fit is a selection method that considers the compatibility of individuals with organizational values, as well as a technique that views selection as a means of communication between organizations and individuals, in which the Match between Individuals and Jobs (Person Job Fit) and Individual Organization Fit (Person Organization Fit) are calculated and defined simply, rather than through the use of traditional selection models (Saraswati, 2019).

Several previous studies such as that conducted by Tran & Choi (2019) showed that the thriving workplace has an influence on OCB, this influence can be seen in performance, aspects of better health, low levels of individual fatigue, and increased well-being. This is reinforced by the results of research conducted by Ocampo et al. (2018) which states that the thriving workplace has an influence, namely concentration resistance and emotional psychological development in the social workplace

The Influence of Job Embeddedness on Organizational Citizenship Behavior

Furthermore, it can be seen that the value of the influence of Job Embeddedness is 0.001, this proves that Job Embeddedness has a positive and significant influence on Organizational Citizen Behavior (OCB), so it can be concluded that H5 is accepted.

This model proves that, compared to job satisfaction and organizational commitment, job embeddedness also shows the strength of turnover in the company. Kim et al. (2020) applies current job embeddedness theory to internal organizational discussions where under the same conditions, employees with high job embeddedness tend to choose to remain in the company, while employees with low levels of job embeddedness will tend to make a turnover.

CONCLUSION

Based on the results of data analysis and discussion, it can be seen that the OCB antecedent of Type C Hospital nurses in the city of Surabaya is influenced by several factors, including the Thriving Workplace variable and the Person-Organizational Fit variable that does not have a significant influence on the Organizational Citizenship Behavior of Type C Hospital nurses in the city. Surabaya. Meanwhile, the Organizational Commitment variable has a positive and significant influence on Organizational Citizenship Behavior. The addition of the Job Embeddedness variable has an effect, so that the three variables of Thriving Workplace, Person-organization Fit, and Organizational Commitment have a positive and significant influence on the Organizational Citizenship Behavior of Type C Hospital nurses in the city of Surabaya. While the intervening variable represented by Job Embeddedness also has a positive and significant influence on Organizational Citizenship Behavior of Type C Hospital nurses in the city of Surabaya.

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