

The Effect Of Organizational Culture and Normative Commitment on Organizational Citizenship Behavior (OCB) Of Civil Servants in Pontianak Environmental Agency

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Abstract. This study aims to determine and analyze the influence of Organizational Culture and Normative Commitment on Organizational Citizenship Behavior (OCB) in Pontianak Environmental Agency. This study employs associational research. 61 civil servants from the Pontianak Environmental Agency participated in this study. The sampling method employed is either saturation sampling or a census. Data collection techniques with questionnaires. The analysis employs traditional assumption tests, including tests for normality, linearity, and multicollinearity. Multiple linear regression analysis, multiple correlation coefficients, coefficient of determination, simultaneous influence test (F test), and partial influence test (t test) are employed in the data analysis method. Organizational Culture and Normative Commitment had a positive and statistically significant effect on Organizational Citizenship Behavior (OCB), as determined by the F test. The results of the t-test of the Organizational Culture variable have a positive and significant effect on Organizational Citizenship Behavior (OCB), as does the t-test of Normative Commitment.

Keywords: Organizational Culture, Normative Commitment, and Organizational Citizenship Behavior (OCB)

1 Introduction

Organizational culture shapes the system of values, habits, and work ethos internalized within the lives of all members of the organization. With the establishment of these three elements, it will be able to encourage the appreciation given to employees who consistently improve their job performance. With a good organizational culture, the behavior of organizational members will become better, more disciplined, more motivated, and more productive. Organizational commitment is the relative strength of an individual's identification with and involvement in the organization. Thus, organizational commitment represents the engagement and sense of

responsibility that employees have towards their work and the institution [2]. Normative commitment involves a deep-seated feeling of responsibility towards one's role as an employee within the company. Individuals with strong normative commitment genuinely feel obliged to stay committed to their organization [21]. Organizational Citizenship Behavior (OCB) refers to work-related behavior that goes beyond the basic requirements of an employee's role [10].

This research was conducted at the Environmental Agency of Pontianak that has the task to assist the Mayor in implementing local government affairs and support tasks in the fields of environmental conservation and forestry. Environmental Agency) carries out the following functions: policy formulation in the field of environmental conservation, implementation of policies in the field of environmental conservation, evaluation and reporting in the field of environmental conservation, administrative tasks of the Environmental Agency, and execution of other functions assigned by the Mayor of Pontianak related to the tasks and functions of the Environmental Agency.

Environmental Agency of Pontianak has sixty-one employees from eight sections. The absenteeism rate of Civil Servants at the Environmental Agency of Pontianak has decreased over the past three years. In 2021, the absenteeism rate decreased by 3.21%, and in 2022, it further decreased by 10.37%. Despite the decline, the number of employees who are absent is still quite significant. According to the interview with the Head of the Agency, employee absences are due to reasons such as unavoidable personal matters, illness, and some without explanation. The impact of this has resulted in hindrances to several specific tasks, which are usually covered by other employees within the same field when the absent employee is not present. The management's action towards employees who are absent is to provide verbal reprimands.

Abraham (2005) stated that an organizational culture provides challenging job opportunities reduces employee absenteeism and intentions to withdraw from work (Pujiono, 2021). Fathia (2008) find that normative commitment can be observed through indicators such as absenteeism and the level of service provided. Normative commitment demonstrates the loyalty of employees to enhance the quality of their attendance and effectively complete the quantity of work, utilizing time to the best of their abilities [11]. [12] found that Organizational Citizenship Behavior (OCB) has a positive effect on performance.

Head of the Agency said that this office is experiencing a shortage of employees in several departments. The employee shortage is 59.02% of the total requirement. The majority of the employee shortage is found in the Environmental Pollution and Damage Control Division, 28.70%. As a result, several employees are required to assume multiple roles. Therefore, the employees must be prepared to carry out the tasks assigned by superiors while simultaneously assuming additional roles. In addition to their primary duties, employees are obligated to perform other official duties as instructed by their superiors. According to Aldag and Resckhe (1997), Organizational Citizenship Behavior (OCB) refers to individual contributions that go beyond role expectations in the workplace. OCB involves various behaviors, including helping others, volunteering for extra tasks, and complying with workplace rules and procedures [21].

The performance of employees in this institution has declined from 2020 to 2022. The research conducted by [9] indicates that organizational culture has a positive influence on employee

performance. [7] found that affective, normative, and continual commitment are positively related with employee's performance separately and jointly. Normative commitment is based on an obligation approach, where commitment acts as normative pressure that has been internalized to prompt individuals to act in accordance with the goals and desires of the organization [3].

Based on the background above, this study aims to determine the effect of The Effect Of Organizational Culture and Normative Commitment on Organizational Citizenship Behavior (OCB) Of Civil Servants in Pontianak Environmental Agency

2 Literature Review And Hypothesis Development

2.1. Organizational Citizenship Behavior (OCB)

OCB is an additional individual behavior that is expressly not mentioned in a formal job description, but its overall efficacy can increase the organization function [14] . The research by [19] indicated that corporate culture had an impact on organizational citizenship behavior that was both positive and significant. [14] in [21] outlines the five dimensions of Organizational Citizenship Behavior (OCB), namely:

1. Altruism: This dimension involves providing assistance that is not required or expected of the individual.
2. Conscientiousness: This dimension goes beyond the call of duty, encompassing a proactive approach and future-oriented mindset.
3. Sportsmanship: It refers to behavior that demonstrates tolerance towards less-than-ideal situations within the organization without raising objections.
4. Courtesy: It involves maintaining good relationships with colleagues to avoid interpersonal issues.
5. Civic Virtue: This dimension pertains to the responsibility individuals have towards the organization to enhance the quality of the field they are engaged in.

[16] et al (2000) behaviors that support task completion inside the company but are not explicitly mentioned in the formal job description are referred to as organizational citizenship behaviors. Planer (2019) However, there is less of a correlation between organizational citizenship actions and normative commitment. After all, this kind of dedication displays a sense of obligation and loyalty to the company. Employees that exhibit this aspect of dedication consequently feel compelled to act in a civically responsible manner. Organizational citizenship behavior was significantly and favorably influenced by normative commitment. [8]. Thus, the proposed hypothesis is:

- H1: Organizational Culture and Normative Commitment have a positive effect on Organizational Citizenship Behavior (OCB) of Civil Servants in Pontianak Environmental Agency

2.2. Organizational Culture

Culture has been described as the collective lifestyle of an entire society. A group's culture can be described as a set of core beliefs and presumptions that the group has come to share over time as it deals with issues of internal cohesiveness and outward adaptation. These beliefs and assumptions have proven effective enough to be regarded as valid and, consequently, passed on to new members as the proper way to perceive, think, and emotionally respond to those. Schien, E.H. (1992). [6] concluded that there is a direct and meaningful relationship between organizational culture and organizational citizenship behavior (OCB). According to the research by [4], organizational culture has an impact on organizational citizenship behavior (OCB).

In this study, the following concepts are put forward:

H2: The organizational culture of the Pontianak Environmental Agency's civil servants has a favorable impact on their organizational citizenship behavior (OCB).

2.3. Normative Commitment

There are three conceptual categories for organizational commitment: continuity commitment, commitment to the norm, and emotional commitment. [1]. A component of personal that is frequently seen as a "obligation to stay" and has a connection to "moral obligation" is normative commitment. The application in practical situations is frequently linked to individual motivation as a means of naturally uniting with the company. Specifically, if it is associated with personal beliefs that prioritize loyalty in the performance of one's job [13]. [20] demonstrates a positive influence of affective, continuance, and normative commitments on Organizational Citizenship Behavior (OCB). The findings of the previous empirical investigation show that normative commitment has a favorable and significant impact on OCB [5]. Therefore:

H3: Normative Commitment has a positive effect on Organizational Citizenship Behavior (OCB) of Civil Servants in Pontianak Environmental Agency

3 Research Methods

This research uses a quantitative approach with an associative method to examine the impact of normative commitment and organizational culture on organizational citizenship behavior (OCB). The research was conducted in March 2023. Data collection techniques in this study used primary data and secondary data. Primary data were obtained by means of interviews and questionnaires filled out by employees of the Environmental Agency of Pontianak. In the questionnaire there are 35 statements that must be filled in, while secondary data is obtained directly from the Environment Agency in the form of data on the number of employees, number of absences, and so on, to process the data using SPSS. The test used for data analysis is as follows:

3.1 Validity Test:

The Pearson Product-Moment correlation technique was used to assess validity by comparing the estimated r-value to the crucial r-value.

3.2 Reliability Test:

Cronbach's Alpha was used to assess reliability. If the reliability coefficient (r_{11}) > 0.6 , then a research instrument meets the criteria for being considered dependable.

3.3 Normality Test:

The normality test technique used in this study is the one sample Kolmogorov Smirnov test, with the following conditions:

- 1) If the significant value or probability value is > 0.05 , considering that the data are regularly distributed, the hypothesis is accepted.
- 2) If the significant value or probability value is ≤ 0.05 , the data are not regularly distributed, hence the hypothesis is rejected.

3.4 Linearity Test:

Linearity is fulfilled by the data if $F_{count} < F_{table}$, or if the probability value is 0.05 less than the sig value ($0.05 < Sig$), it means that the regression model is linear and if the probability value is 0.05 greater than the sig value ($0.05 > Sig$), means the regression model is not linear.

3.5 Multicollinearity Test:

If the VIF value is greater, then multicollinearity is suspected to occur between the independent variables or if VIF exceeds 10, it can be concluded that multicollinearity occurs. The TOL is getting closer to 0, so it is suspected that there is multicollinearity and conversely, the TOL value is getting closer to 1, so it is suspected that there is no multicollinearity.

3.6 Multiple Linear Regression Analysis:

The multiple linear regression equation used in this study is as follows:

$$Y = a + b_1.X_1 + b_2.X_2$$

(1)

3.7 Correlation Coefficient Analysis (R)

To assess the strength of the association between two variables, the correlation coefficient analysis was used.

3.8 Coefficient of Determination (R^2)

The purpose of this test is to determine the amount to which independent variables influence the dependent.

3.9 Simultaneous Test (F-test)

The goal of this test is to determine how much simultaneous influence the independent variable has over the dependent variable.

- value.
1. H0 is accepted and H1 refused if the estimated F-value is greater than the critical F-value.
 2. If the estimated F-value is greater than the critical F-value, H0 is rejected and H1 accepted.

3.10 Partial Test (t-test)

The t-test was used in this investigation by comparing the estimated t-value to the crucial t-value.

1. H0 is accepted and H2 is refused if the estimated t-value is greater than the critical t-value in the organizational culture variable..
2. If the estimated t-value is greater than the critical t-value, H0 is rejected and H3 accepted in the normative commitment.

4 Results And Discussion

4.1 Validity Test

The results of the analysis on the validity test can be seen in the following table:

Table 1. Results of Validity Test

| Statement | Correlation result | Description |
|-----------|--------------------|-------------|
| X1.1 | 0,612 | Valid |
| X1.2 | 0,641 | Valid |
| X1.3 | 0,335 | Valid |
| X1.4 | 0,408 | Valid |
| X1.5 | 0,641 | Valid |
| X1.6 | 0,612 | Valid |
| X1.7 | 0,293 | Valid |
| X1.8 | 0,499 | Valid |
| X1.9 | 0,408 | Valid |
| X1.10 | 0,499 | Valid |
| X1.11 | 0,491 | Valid |
| X1.12 | 0,641 | Valid |
| X1.13 | 0,612 | Valid |
| X1.14 | 0,612 | Valid |
| X1.15 | 0,491 | Valid |
| X1.1 | 0,557 | Valid |
| X2.2 | 0,506 | Valid |
| X2.3 | 0,551 | Valid |
| X2.4 | 0,601 | Valid |
| X2.5 | 0,430 | Valid |
| Y1 | 0,742 | Valid |

| | | |
|-----|-------|-------|
| Y2 | 0,473 | Valid |
| Y3 | 0,504 | Valid |
| Y4 | 0,421 | Valid |
| Y5 | 0,742 | Valid |
| Y6 | 0,573 | Valid |
| Y7 | 0,454 | Valid |
| Y8 | 0,573 | Valid |
| Y9 | 0,473 | Valid |
| Y10 | 0,742 | Valid |
| Y11 | 0,504 | Valid |
| Y12 | 0,573 | Valid |
| Y13 | 0,421 | Valid |
| Y14 | 0,742 | Valid |
| Y15 | 0,504 | Valid |

If the determined r-value is larger than the threshold r-value, the question for that item is considered valid. Table 1 shows the essential r-value at a significance level of 0.254. Because the calculated r-value is larger than 0.254, the findings imply that all claims are true.

4.2 Reliability Test

The results of the analysis on the reliability test can be seen in the following table:

Table 2. Result of Reliability Testing

| Variabel | Cronbach's Alpha | N of Items | Description |
|---|------------------|------------|-------------|
| Organizational Culture | 0,792 | 15 | Reliabel |
| Normative Commitment | 0,355 | 5 | Reliabel |
| Organizational Citizenship Behavior (OCB) | 0,842 | 15 | Reliabel |

The reliability test results in Table 2 show that the Cronbach's alpha values of 0.792, 0.355 and 0.842 are greater than 0.60. So it can be concluded that all items from each variable in the questionnaire are reliable.

4.3 Normality Test

The results of the normality test analysis can be seen in the following table:

Table 3. Result of Normality Test
One-Sample Kolmogorov-Smirnov Test

| | | |
|-------------------|------|----------|
| N | | 61 |
| Normal Parameters | Mean | .0000000 |

| | | |
|---------------------------------|----------------|---------------------|
| | Std. Deviation | .32927551 |
| Most Extrem Differences | Absolute | .089 |
| | Positive | .062 |
| | Negative | -.089 |
| Test Statistic | | .089 |
| Asymp. Sig. (2-tailed) | | .200 ^{c,d} |
| a. Test distribution is Normal. | | |

The results of the normality test in Table 3 above show a significance value of 0.200 greater than 0.05, meaning that all variables are normally distributed and can be used for further analysis.

4.4 Linierity Test

The results of the linierity test analysis can be seen in the following table:

Table 4. Result of Linierity Test

| Variabel | Deviation From Linierity | Description |
|------------------------------|--------------------------|-------------|
| OCB * Organizational Culture | 0.264 | Linier |
| OCB * Normative Commitment | 0.646 | Linier |

Based on the results in Table 4 it can be seen that Sig. Test the linearity value for both variable is greater than 0.05. Therefore, it can be concluded that there is a linear relationship between organizational culture variables and normative commitment.

4.5 Multicollinierity Test

The results of the multicollinierity test analysis can be seen in the following table:

Table 5. Result of Multicollinierity Test

| Model | | Tolerance | VIF |
|-------|------------------------|-----------|-------|
| 1 | Organizational Culture | .325 | 3.076 |
| | Normative Commitment | .325 | 3.076 |

According to Table 5, the tolerance value for both independent variables is 3.076, which is less

than 10 (VIF 3.076 < 10), and the tolerance value for both independent variables is 0.325, which is more than 0.10 (0.325 > 0.10). As a result, there is no evidence of multicollinearity among the variables.

4.6 Multiple Linier Regression Analysis

The results of the multiple linier regression analysis can be seen in the following table:

Table 6. Result of Multiple Linier Regression Analysis

| Model | Coefficients | | | | T | Sig. |
|------------------------|-----------------------------|------------|---------------------------|--|-------|------|
| | Unstandardized Coefficients | | Standardized Coefficients | | | |
| | B | Std. Error | Beta | | | |
| 1 (Constant) | 3.493 | .631 | | | 5.535 | .000 |
| Organizational Culture | .988 | .258 | .731 | | 3.826 | .000 |
| Normative Commitment | 1.145 | .225 | .971 | | 5.083 | .000 |

The multiple linear equation can be interpreted as follows:

- A constant value of 3.493 means that if the variable Organizational Culture (X1) and Normative Commitment (X2) is 0 (zero), then Organizational Citizenship Behavior has 3.493.
- The regression coefficient of the Organizational Culture variable is 0.988, meaning that if the Organizational Culture variable (X1) increases by 1 (one) unit, Organizational Citizenship Behavior will increase by 0.988 units.
- The regression coefficient of the Normative Commitment variable is 1.145, meaning that if the Normative Commitment variable (X2) increases by 1 (one) unit, then Organizational Citizenship Behavior will increase by 1.145 units.

4.7 Coefficient of Correlation Analysis

The results of the coefficient of correlation analysis can be seen in the following table:

Table 7. Result Coefficient of Correlation Analysis (R) and Determination (R²)

| Model Summary ^a | | | |
|----------------------------|---|----------|---------------------------|
| Model | R | R Square | Adjusted R Square |
| | | | |
| | | | Std.Error of the Estimate |

| | | | | |
|---|-------------------|------|------|--------|
| 1 | .558 ^a | .331 | .288 | .33490 |
|---|-------------------|------|------|--------|

a. Predictors: (Constant), Organizational Culture, Normative Commitment

b. Dependent variable: Organizational Citizenship Behavior (OCB)

In Table 7 it is known that the correlation coefficient (R) obtained from the results of data processing is 0.558 which means that the relationship between organizational culture variables, normative commitment and organizational citizenship behavior is sufficient.

4.8 Coefficient of Determination Analysis

In Table 7 it is known that the coefficient of determination (R²) obtained in this study is 0.331 which means that the contribution of Organizational Culture and Normative Commitment variables in influencing the ups and downs of Organizational Citizenship Behavior variables is 33.10% and the remaining 66.90% is influenced by other variables which were not examined in this study.

4.9 Simultan Test (F-test)

The results of the simultan test can be seen in the following table:

Table 8. Result Simultan Test (F-test)

| ANOVA ^a | | | | | |
|-------------------------|----------------|----|-------------|--------|-------------------|
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| ¹ Regression | 2.940 | 2 | 1.470 | 13.106 | .000 ^b |
| Residual | 6.505 | 58 | .112 | | |
| Total | 9.445 | 60 | | | |

a. Predictors: (Constant), Organizational Culture, Normative Commitment

b. Dependent variable: Organizational Citizenship Behavior

Based on Table 8, it can be concluded that the value of $F_{count} > F_{table}$ is $13.106 > 3.16$ while a significant level with a value of $0.000 < 0.05$ so that H1 accepted, meaning that Organizational Culture and Normative Commitment jointly (simultaneously) influence Organizational Citizenship Behavior at the Environmental Agency of Pontianak.

4.10 Partial Test (t-test)

The results of the simultan test can be seen in the following table:

Table 9. Result Partial Test (t-test)

| Coefficients ^a | | |
|---------------------------|---|------|
| Model | T | Sig. |

| | Unstandardized Coefficients | | Standardized Coefficients | | — |
|-------------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| ¹ (Constant) | 3.4993 | .631 | | 5.535 | .000 |
| Organizational Culture | .988 | .258 | .731 | 3.826 | .000 |
| Normative Commitment | 1.145 | .225 | .971 | 5.083 | .000 |

a. Dependent Variable: Organizational Citizenship Behavior

Based on Table 9 the results of the t test can be explained as follows:

1. The tcount value of the Organizational Culture variable (X1) is 3.826 which is greater than the table which is 2.001. So it can be concluded that H2 is accepted and H0 rejected. This proves that Organizational Culture partially influences the Organizational Citizenship Behavior of Civil Servants at the Environmental Agency of Pontianak.
2. The tcount value for the Normative Commitment variable (X2) is 5.083, which is greater than the table of 2.001. So it can be concluded that H3 is accepted and H0 rejected. This proves that the Normative Commitment partially influences the Organizational Citizenship Behavior of Civil Servants at the Environmental Agency of Pontianak.

5 Conclusion

Based on the results of an analysis of the influence of Organizational Culture and Normative Commitment on Organizational Citizenship Behavior of Civil Servants at the Environmental Agency of Pontianak, it can be concluded as follows:

1. The multiple linear regression equation in this study is $Y = 3.493 + 0.988 X1 + 1.145 X2$.
2. The correlation coefficient (R) is 0.558, which means that the relationship between Organizational Culture, Normative Commitment and Organizational Citizenship Behavior in the Environmental Agency of Pontianak is sufficient.
3. The value of the coefficient of determination (R²) is 0.331, which means that the contribution of the Organizational Culture and Normative Commitment variables in influencing the ups and downs of the Organizational Citizenship Behavior variable at the Environmental Agency of Pontianak is 33.10% and the remaining 66.90% is influenced by the variable others that were not included in this study.
4. Simultaneous test (F test), shows the calculated F value of 13.106 with a significance level of 0.000 while the F table is 3.16 with a significant level of 0.05 (5%), so H1 is accepted,

meaning Organizational Culture and Commitment Normative jointly (simultaneously) influences Organizational Citizenship Behavior at the Environmental Agency of Pontianak.

5. Partial test (t test), on the Organizational Culture variable shows a tcount of 3.826 greater than the ttable of 2.001. This means that partially Organizational Culture influences Organizational Citizenship Behavior. Then the partial test on the Normative Commitment variable with a tcount of 5.083 is greater than the ttable of 2.001. This means that partially Normative Commitment has an effect on Organizational Citizenship Behavior.

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