

The Effect of Quality of Work Life on Organizational Citizenship Behavior Mediated by Work Engagement

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Abstract

The purpose of this study was to determine the effect of quality of work life on organizational citizenship behavior through the mediation of work engagement at PT. Dija Jaya Perkasa Mataram City. Research using quantitative methods with the entire population of 65 respondents. The sampling technique uses a total of all employees. Sources of data were collected from distributing questionnaires (primary data). The analysis tool uses a range of scales and path analysis. The results of the scale range on quality of work life are said to be good, organizational citizenship behavior is said to be high, and work engagement is said to be high. The results showed that the quality of work life had a negative and insignificant effect on organizational citizenship behavior; quality of work life has a positive and significant effect on work engagement; work engagement has a positive and significant effect on organizational citizenship behavior; work engagement is able to mediate the relationship between quality of work life variables and organizational citizenship behavior.

Keywords: *quality of work life, organizational citizenship behavior, work engagement*

Abstrak

Tujuan penelitian ini untuk mengetahui pengaruh *quality of work life* terhadap *organizational citizenship behavior* melalui mediasi *work engagement* pada PT. Dija Jaya Perkasa Kota Mataram. Penelitian menggunakan metode kuantitatif dengan seluruh populasi yang berjumlah 65 responden. Teknik sampling menggunakan total seluruh karyawan. Sumber data dikumpulkan dari penyebaran kuesioner (data primer). Alat analisis menggunakan rentang skala dan analisis jalur. Hasil rentang skala pada *quality of work life* dikatakan baik, *organizational citizenship behavior* dikatakan tinggi, dan *work engagement* dikatakan tinggi. Hasil penelitian menunjukkan bahwa *quality of work life* berdampak negatif dan tidak signifikan terhadap *organizational citizenship behavior*; *quality of work life* berdampak positif dan signifikan terhadap *work engagement*; *work engagement* berdampak positif dan signifikan terhadap *organizational citizenship behavior*; *work engagement* mampu memediasi hubungan antara variabel *quality of work life* dengan *organizational citizenship behavior*.

Kata kunci: *kualitas hidup kerja, perilaku kewargaan organisasi, keterikatan karyawan*

INTRODUCTION

Human resources are an important factor in determining the successful achievement of company goals. The success of a company can run operations due to employee involvement. Therefore, human resources are very important to always be developed in order to optimize the activities of the organization. Good quality human resources, an organization needs employees who have extra-role behavior or the so-

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called organization citizenship behavior. According to Organ (2006) organizational citizenship behavior is the behavior of individuals who are free, not directly or explicitly recognized in the system of rewarding and in promoting the effective functioning of the organization. Quality of work life is also an important factor in the success of an organization, a high quality of work life will be a supporting factor for organizational citizenship behavior. According to Nasharudin (2016) efforts to improve performance and improve the quality of results, one of which is through employee involvement and participation in decision-making and meeting the needs of their employees by implementing a working lifestyle. In addition, a good organization is not only about how the behavior organizational citizenship behavior of each of its employees, but also looks at the attachment of the employee to his work.

According to Schaufeli et al., (2006) "engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" it's means engagement where employees have a positive, emotional and motivational state of mind characterized by passion, dedication and sacrifice. It was proven in Kurniawati (2018) quality research of work life has a positive and significant effect on OCB through mediation work engagement. From the description above, it can be stated that one of the elements important in improving organizational citizenship behavior (OCB) is good quality of work life, good quality of work life can afford improve extra behavior in helping between employees. But no apart from the quality of work life factor, work engagement is also important efforts to increase OCB. Research that discusses the quality of work life on work engagement Hasmawaty (2021) shows the results that quality of work life has a positive and significant effect on work engagement, meaning more the higher the quality of work life, the higher the employee engagement to the company, vice versa if the lower the quality of work life the lower the employee to be bound to the company. Furthermore from the results of previous research conducted by Shinta (2022) and Sulastri (2020) revealed that work engagement towards organizational citizenship behavior has a direct and significant effect as well positive. However, in the research Marina et al, (2020) argues that work engagement on organizational citizenship behavior has no effect significant. This means that there is a feeling of employees who feel that it is not need to work together and get closer to other parties while working.

The object of this research is PT. Diya Jaya Perkasa is a company engaged in construction services in the electricity sector in West Nusa Tenggara. Employees who have low OCB behavior will have an impact on the performance of the company and the employees themselves. OCB behavior is optional behavior and not mandatory in work, but if applied it can make the company move towards better. High OCB results from high work engagement also. According to Kusumajati, (2014) in other words, with this behavior, social interaction on members of the organization to be smooth, reduce disputes, and improve efficiency. Based on the data obtained by PT. Diya Jaya Perkasa that still is many employees in the field are late in doing assignments and responsibility so that the company is subject to a penalty or 5 a fine of 5% for unfinished work. Here is the cost data delays in submitting assignments in 2019-2022:

Table 1. Task Submission Delay Data

Submission Date	Work	Location	Late Fees
Wednesday, 28 August 2019	Installation of SUTM and customer support substations and power changes	Sukarara East Lombok	$5\% \times 85,943,000 = \text{IDR } 4,211,207$
Monday, 07 October 2019	Installation of JTM and network expansion substations to support voltage repair	Pringgabaya	$5\% \times \text{IDR } 373,725,000 = \text{IDR } 18,686,250$

Submission Date	Work	Location	Late Fees
Thursday, 9 July 2020	Procurement of CCO, Joint Sleeves, Cable Shoes and Stainless-Steel supporting rehabilitation	PLN UP3 Mataram	$5\% \times \text{IDR } 99,389,675 = \text{IDR } 596,338$
Thursday, 26 November 2020	Manufacture and installation of refinery cable trays	Ampenan Mataram	$5\% \times \text{IDR } 62,502,110 = \text{IDR } 62,502$
Thursday, 09 December 2021	Installation of 1x2000 KVA transformer installation, Power Back Up, Race Control Building, Medical Center	Mandalika Circuit	$3/1000 \times \text{IDR } 112,266,000 = \text{IDR } 336,798$
Wednesday, 12 January 2022	Installation of building installation and supporting DPSP Mandalika suplay	Mandalika Circuit	$17/1000 \times \text{IDR } 92,136,660 = \text{IDR } 1,566,323$

Source: PT. Dija Jaya Perkasa

Based on table 1 the data on late fees in each month is unstable. Based on this data, the delay rate is still relatively high. It can be concluded that the need for the role of organizational citizenship behavior in increasing the effectiveness of the company. The quality of working life needs to be considered in supporting the emergence of behavior organizational citizenship behavior. The problem that is happening is that employees feel less enthusiastic about working so that employees are found to be lazy because the salary received is not on time.

LITERATURE REVIEW

The notion organizational citizenship behavior according to Organ (2006) OCB is interpreted as individual behavior that is discretionary in nature not directly or explicitly addressed by a formal reward system, and in the aggregate will encourage more effective organizational functioning. The indicators of organizational citizenship behavior according to Organ (2006) are altruism, civic virtue, conscientiousness, sportmanship, and courtesy. Quality of work life according to Nasharudin (2016) the quality of work life is a method or program that organizations carry out to improve the work environment and make the environment more productive, and the individual's reaction to work as a result of the application of existing methods and developments in the organization. There are several indicators of the quality of work life namely participatory of management, safe, health, and work environment, human resources development, working reward, and design of work. Work engagement according to Schaufeli et al (2006) is a positive behavior of employees who have a full contribution, while the indicators of work engagement are vigor, dedication, and absorption (Schaufeli et al, 2006).

New research discussing the effect of quality of work life on organizational citizenship behavior according to Kurniawati (2018) and Irawan (2012) says that there is a significant impact quality of work life to organizational citizenship behavior. This means that increasing the quality of work life will optimally result in an increase in the role of OCB in employees. Meanwhile, another study by Wijaya (2020) said that there was no influence between quality of work life on organizational citizenship behavior (OCB). Previous research conducted by Kurniawati (2018) which explained the effect of quality of work life on organizational citizenship behavior (OCB) through work engagement as a mediation variable states that there is a significant influence between quality of work life on organizational citizenship behavior (OCB) through mediation work engagement as a mediation variable. However other studies conducted Bagyo & Widyastutik (2021) argue that work engagement is incapable of mediating the influence of quality of work life on organizational citizenship behavior

(OCB). Research discussing quality of work life against work engagement by Nugraha & Suhariadi (2021) and Hermawati & Mas (2018) shows the results that quality of work life positive and significant effect on work engagement, meaning that the higher the quality of work life the higher the employee's bond to the company, on the contrary, if the lower the quality of work life, the lower the employee to be attached to the company. Furthermore, from the results of previous research conducted by Wahyuni & Sulastri (2020) and Fauziridwan et al., (2018) that employee involvement in behavior organizational citizenship behavior has a positive and significant effect. However, in the study (Marina et al., 2020) argues that work engagement towards organizational citizenship behavior does not have a significant effect. This means that there is a feeling that employees feel they do not have to cooperate and are attached to others while working. Based on the explanation above, the hypotheses proposed in this study include:

H1: Quality of work life significant positive effect on organizational citizenship behavior

H2: Quality of work life has a positive and significant effect on work engagement

H3: Work engagement has a significant positive effect on organizational citizenship behavior

H4: Quality of work life has a positive and significant effect on organizational citizenship behavior through work engagement as a mediation variable

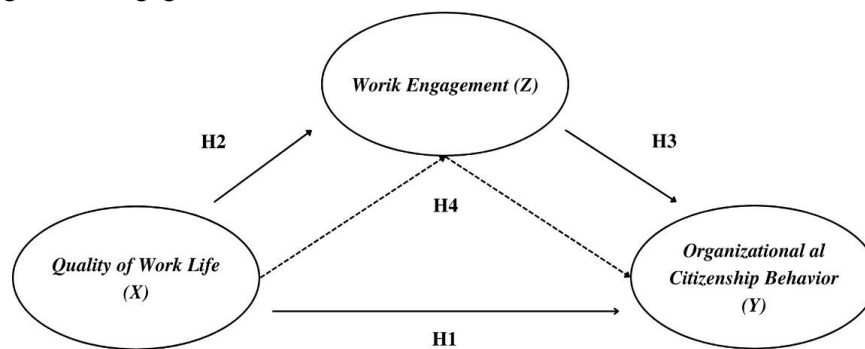


Figure 1. Research Framework

RESEARCH METHODS

This type of research uses quantitative methods. The object of this study was conducted by PT. Dija Jaya Perkasa which is located at Jalan Surabaya Number 48 Taman Baru, Mataram, West Nusa Tenggara. The population in this study was all employees of PT. Dija Jaya Perkasa Mataram with 65 employees. The sampling technique in this study uses a saturated sampling technique, saturated sample is a sample determination technique if all members of the population are used for the sample. The data collection method used is by distributing questionnaires that are distributed directly to employees according to a predetermined sample. The data measurements used in this study used a 5-point interval likert scale. The analysis tool used is path analysis using SmartPLS.

RESULTS AND DISCUSSION

The results of respondents' characteristics showed that respondents in this study had more male employees with an age range of 20-30 years of education, dominant high school graduates / equivalent, length of work 4-6 years, marital status dominated by married and positions or positions were most dominated by the Engineering Personnel section. Details of respondents' demographics can be seen in the following table:

Table 2. Characteristics of Respondents

Category	Item	Total (65)	Percentage
Gender	Man	55	84,6%
	Woman	10	15,4%
Age	20-30	30	46,3%
	31-40	21	32,3%
	41-50	10	15,4%
	51-60	4	6,2%
Final Education	High School/Equivalent	28	43,1%
	Diploma	17	26,2%
	S1	20	30,8%
	S2	0	0%
Length of Service	< 1	9	13,8%
	1-3	20	30,8%
	4-6	21	32,3%
	> 6	15	23,1%
Status	Unmarried	21	32,3%
	Marry	44	67,7%
Position	Administrative & Finance	6	9,2%
	Person in Charge of Engineering (TM, TR, & IPTL TR)	4	6,2%
	Logistics	9	13,8%
	K3 General	8	12,3%
	Engineering Power (TM, TR, & IPTL TR)	38	58,5%

Source: Data processed by the author (2022)

The distribution of respondents' answers on the variables quality of work life, organizational citizenship behaviour and work engagement used in answering descriptive analysis on the scale range can be seen in the following table:

Table 3. Distribution of respondents' answers on variables Quality of Work Life, Organizational Citizenship Behaviour and Work Engagement

Variable	Score	Average	Information
X	2.511	251,1	Good
And	2.476	247,6	High
With	1.537	256	High

Source: Data processed by the author (2022)

Validity indicators are seen based on loading factors A questionnaire is said to be valid and feasible to use as an analysis of research data if the value is greater than 0.7 but for research and initial, a value of 0.5 to 0.6 can be considered sufficient, for different flexibility it can be considered useful if the average variance extract (AVE) value ≥ 0.5 :

Table 4. Loading Factor

Variable	Item	Loading Factor	Information
Quality of Work Life	X1	0,825	Valid
	X2	0,875	Valid
	X3	0,905	Valid
	X4	0,764	Valid
	X5	0,663	Valid
	X6	0,752	Valid
	X7	0,830	Valid

	X8	0,885	Valid
	X9	0,757	Valid
	X10	0,794	Valid
	Y1	0,708	Valid
	Y2	0,886	Valid
	Y3	0,867	Valid
	Y4	0,854	Valid
Organizational	Y5	0,566	Valid
Citizenship Behavior	Y6	0,803	Valid
	Y7	0,836	Valid
	Y8	0,823	Valid
	Y9	0,762	Valid
	Y10	0,744	Valid
	Z1	0,840	Valid
	Z2	0,927	Valid
	Z3	0,943	Valid
Work Engagement	Z4	0,839	Valid
	Z5	0,865	Valid
	Z6	0,864	Valid

Source: Data processed by the author (2022)

Based on the table above, it shows that some configurations or items have loading factor values above 0.5 and less than 0.6, namely in items X5 and Y5 which indicate that the items are quite valid. While the other items show a loading factor value above 0.7 which indicates that the item is valid. Furthermore, it can be seen the value of AVE or Average Variance Extracted, where the variable is said to be valid if the value is more than 0.5 as follows:

Table 5. Average Variance Extracted

Variable	Average Variance Extrated (AVE)
Quality of Work Life	0,624
Organizational Citizenship Behaviour	0,653
Work Engagement	0,775

Source: Data processed by the author (2022)

In this case, it can be said that the AVE value has met the specified conditions, which is above 0.5, then it can be said that each indicator has been able to reflect its respective variables validly. Furthermore, the outer model measurement stage is a reliability test used to measure the level of reliability in the research variables. The measurement can be said to be reliable when Cronbach' alpha and composite reliability values are above 0.6. Cronbach's alpha and composite reliability values can be seen in the table below:

Table 6. Cronbach' alpha and composite reliability

Variable	Cronbach' alpha	Composite Reliability	Information
Organizational Citizenship Behavior (Y)	0,932	0,943	Reliable
Quality of Work Life (X)	0,940	0,949	Reliable
Work Engagement (Z)	0,942	0,954	Reliable

Source: Data processed by the author (2022)

Based on the table above, it shows that the Cronbach' alpha and composite reliability values of each variable are more than 0.6. This indicates that the variable can be notarized. Next is to look at R Square aims

to see how much the variable is affected by other variables. The value of R Square in the variables in this study can be seen through this table:

Table 7. R Square Value

Variable	R Square
Organizational Citizenship Behavior (Y)	0,198
Work Engagement (Z)	0,485

Source: Data processed by the author (2022)

Based on the table above, the R Square value of the variable organizational citizenship behavior is 0.198 and the variable work engagement shows a value of 0.485. Next is to calculate the Goodness Of Fit (GOF) with the aim of measuring how influential the observation value received by the model and its measurements is. The higher the Q Square (Q²), the better the model or parameter used. The calculation results from Q Square are as follows:

$$\begin{aligned}
 \text{Q Square} &= \{1(1-R^2) (1-R^2) \} & (1) \\
 &= \{1(1-0,198^2) (1-0,485^2) \} \\
 &= \{1(0,960) (0,765) \} \\
 &= 0,734 \\
 &= 73,42\%
 \end{aligned}$$

Based on the calculations above, it shows the value of Q Square or Q² of 73.42% which means that organizational citizenship behavior is influenced by the variables quality of work life and work engagement of 73.42% and 26.58% is influenced by variability others. The results also show that the values that have been observed have been well restructured, thus the model used in this study has predictive relevance. Path Analysis is carried out to see the relationship between variables and other variables, where the test can be seen through the Original Sample (O) value and the T-Statistic value to evaluate the degree of significance of the relationship between variables, this test is carried out through the bootstrapping method. It is said that it is good if the average value is more than 1.96 at a significance level of 5%.

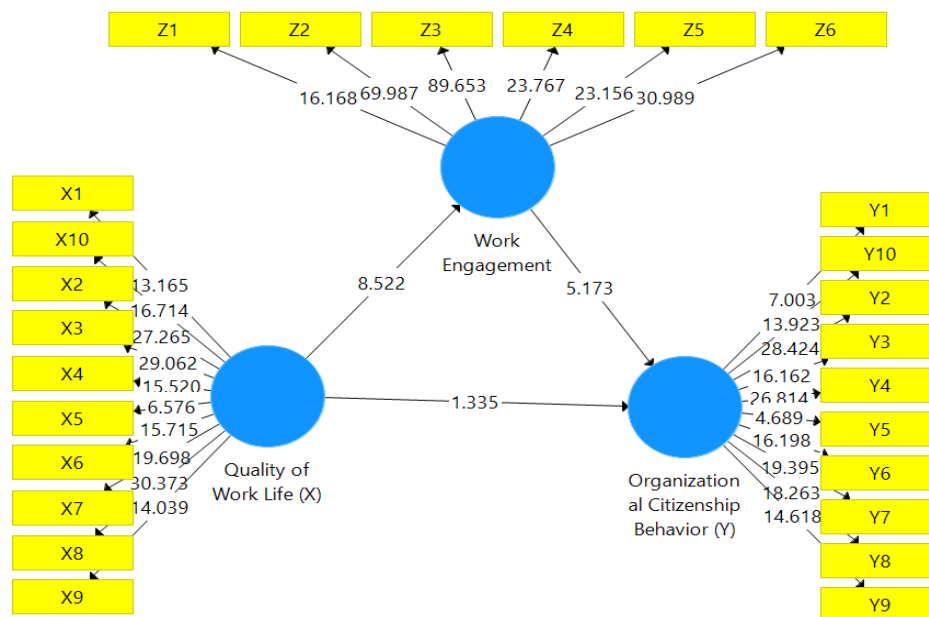


Figure 2. Model Path Results

Table 8. Path Coefficient

Variable	Original Sample (O)	T Statistic	P Values	Information
Quality of Work Life (X) → OCB (Y)	-0,214	1.335	0,139	Insignificant
Quality of Work Life (X) → Work Engagement (Z)	0,696	8.522	0,000	Significant
Work Engagement (Z) → OCB (Y)	0.567	5.013	0,000	Significant

Source: Data processed using SmartPLS 3.0

Based on the table above, it shows the test results related to the direction of the relationship between variables whether positive or negatif and whether the relationship between these variables is significant or insignificant. Effect of quality of work life (X) On organizational citizenship behavior (Y) (H1). Based on the results of this study said quality of work Life negatively affects organizational citizenship behavior (OCB). In tabel 8 shows that the effect of quality of work life on organizational citizenship behavior has an original sample value of -0.214, T-Statistics of 1.335 (<1.96) and p values of 0.139 (>0.05). Effect of quality of work life (X) On work engagement (Z) (H2). Based on the results of this study, it shows that quality of work life has a positive effect on work engagement. Table 8 shows that the influence of quality of work life on work engagement has an original sample value of 0.696, T-Statistic of 8.522 (>1.96) and p values of 0.000 (<0.05). Moreover, effect of work engagement (Z) On organizational citizenship behavior (Y) (H3). Based on the results of this study, it shows that work engagement negatively affects organizational citizenship behavior (OCB). Table 8 shows that the effect of work engagement on organizational citizenship behavior has an original sample value of 0.567, a T-Statistic of 5.013 (>1.96) and p values of 0.000 (<0.05). Effect of quality of work life (X) on organizational citizenship behavior (Y) through work engagement (Z) As Mediating Variable (H4). Based on the results of this study, it shows that quality of work life has a positive effect on organizational citizenship behavior (OCB) through work engagement as a mediation variable. Table 8 shows that the effect of quality of work life on organizational citizenship behavior through work engagement as a mediation variable has an original sample value of 0.395, T-Statistic of 5.173 (>1.96) and p values 0.000 (<0.05).

The results of this study show that quality of work life in the company is good, variable organizational citizenship behavior in PT. Dija Jaya Perkasa is high and work engagement is said to be high. Quality of work life negatively and insignificantly affects organizational citizenship behavior; this indicates that the quality of work life does not have an impact on the extra-role behavior of employees within the company. This result is reinforced by Wijaya (2020) that quality of work life negatively affects organizational citizenship behavior. Where according to research conducted by Wibowo (2020) the extra-role behavior of each employee, will not affect the quality of good work life. Quality of work life has a positive and significant effect on work engagement which employees have a feeling of security when at work because the company provides health and safety guarantees at work, so that in work engagement employees have full concentration when they are working.

Work engagement has a positive and significant effect on organizational citizenship behavior which means work engagement when employees have full concentration when they are at work so that it will give rise to good behavior such as helping their colleagues to avoid problems by giving advice, feedback, and information according to the indicator's organizational citizenship behavior. Quality of work life positively and significantly effect on organizational citizenship behavior through mediation work engagement means that quality of work life effect on organizational citizenship behavior by going

through mediation work engagement can increase quality of work life against organizational citizenship behavior. Where this is a type of full mediation. Full mediation occurs if the relationship between the free variables has no effect on the bound variables. This study shows an indirect influence on the variable quality of work life on organizational citizenship behavior through mediation work engagement smaller than the direct influence of quality of work life against organizational citizenship behavior. Although indirect influence is smaller than direct influence there are several things that can strengthen work engagement as a mediating variable, namely employees who are always focused and have full concentration on their work and are ready to sacrifice their time, energy, and mind.

Work engagement is able to mediate the relationship between quality of work life against organizational citizenship behavior. In research Kurniawati (2018) which says that the most important factor that affects work engagement is quality of work life. A good quality of work life will increase employee engagement with their work and will improve behavior organizational citizenship behavior employees in the company. This can be triggered by several indicators on work engagement including vigor which is the spirit shown by employees through the level of energy that employees have when working. Another indicator is absorption, namely concentration, seriousness, and employees enjoying their work so that they forget everything outside of their work.

CONCLUSION

The conclusion processed from the results of this study is quality of work life in PT. Dija Jaya Perkasa is categorized as good, organizational citizenship behavior is categorized high, and work engagement is categorized high. Quality of work life negatively and insignificantly affects organizational citizenship behavior, which means that the quality of working life has no effect on behavior organizational citizenship behavior. Quality of work life has a positive and significant effect on work engagement, which means that the better the quality of work life, the higher the behavior of work engagement. Work engagement has a positive and significant effect on organizational citizenship behavior, which means that the higher the behavior of work engagement, the behavior of organizational citizenship behavior is also higher. Work engagement is able to mediate quality of work life against organizational citizenship behavior, which means quality of work life good, then work engagement is high and will improve behavior organizational citizenship behavior.

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