

The Role of Job Satisfaction mediates The Effect of Perceived Organizational Support on Organizational Citizenship Behaviour (OCB)

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Abstract: Globalization causes many companies to focus on improving organizational citizenship behavior (OCB) on their employees, because OCB will affect the development and productivity of company. The purpose of this study to determine the role of job satisfaction mediating the effect of perceived organizational support on OCB. Research conducted at PT. Bayus Cargo Badung. The research sample was 48 people, with path analysis. The results showed that perceived organizational support had positive and significant effect on job satisfaction, perceived organizational support had positive and significant effect on OCB, job satisfaction had positive and significant effect on OCB, and job satisfaction was positive and significantly mediated the perceived organizational support for OCB. Companies should be able to provide support to employees, support will increase job satisfaction felt by employees and so that employees will be willing to carry out tasks beyond the duties and responsibilities given.

Keywords: Perceived Organizational Support, Job Satisfaction, Organizational Citizenship Behavior (OCB).

I. INTRODUCTION

The current global era, which is marked by rapid changes in the overall economic conditions, raises a demand that must be met by economic and industrial actors. In the face of increasingly fierce business competition, companies certainly need qualified human resources. Quality and competitive human resources are the most important elements that are often the determinant of the existence of the company in which they belong, but human resources within the organization are full of limitations in carrying out their assigned tasks (Benlioglu, 2014)

There are several problems in the awareness of duties and individual responsibilities of the main tasks and functions of each individual in the organization, so there must be an effort from the organization to improve employee performance to achieve organizational goals. The behavior that demands the organization today is not only in-role behavior that is carrying out work in accordance with what is in the job description, but also extra-role behaviors in which the extra role contributes to completing the work of the organization.

The contribution of this extra role is commonly known as OCB (Organizational Citizenship Behavior). OCB is an action taken by an organization member that exceeds the capacity of his work in the organization. OCB can only be practiced for subjects involved in the world of organization, closely related to leadership, and committed to dedicating themselves to work to achieve agreed goals. The existence of OCB behavior in organizational members can create a conducive, mutually supportive, and complementary atmosphere, so that organizational stability is maintained and productivity will increase.

PT. Bayus Cargo Badung was founded in 2000, a company engaged in air cargo and sea cargo services throughout the world. Already many companies in the same field have overtaken this company but by improving services ranging from packaging systems, export documents, and guaranteeing contracts for packages sent and giving vouchers to stay at Crown Astana Villa makes PT. Bayus Cargo Badung can maintain its existence to date.

Based on the results of interviews with HRD manager PT. Badung Bayus Cargo fluctuated container shipments caused by several factors, one of which is the lack of fast service of employees in the packing section which resulted in the container delivery schedule becoming delayed, so that it can affect the trust of consumers. Results of preliminary interviews with several employees at PT. Bayus Cargo Badung, indicates a problem related to OCB behavior from employees. They stated that when the workload received increased there were still colleagues who were reluctant to help their fellow workers. Indications of problems regarding OCB of PT. Bayus Cargo Badung is presented in Table 1

TABLE 1: INDICATORS OCB EMPLOYEE in PT. BAYUS CARGO BADUNG

Indicator OCB	The Facts about Low OCB
<i>Altruism</i>	There are still employees who are reluctant to help their co-workers in carrying out their work
<i>Courtesy</i>	Lack of willingness to replace co-workers when there are coworkers who do not enter work
<i>Conscientiousness</i>	There are still employees who arrive late to work and some of them do not work at the same time when there is a traditional ceremony
<i>Sportsmanship</i>	There are complaints from employees regarding work or situations at work
<i>Civic virtue</i>	Employees are not interested in the activities held by each department

Source: HRD PT. Bayus Cargo Badung, 2019.

Problems that often occur are in Table 1 the indicator part of conscientiousness because when there are many items that have to be sent but at that time some employees do not work at the same time so extra behavior is needed from other employees to complete tasks outside of their workload. The high and low behavior of OCB on employees of PT. Bayus Cargo Badung will certainly have an impact on the company's overall performance. Employees with a high level of OCB are willing not to be paid in the form of certain money or bonuses, but rather to the social behavior of each employee to contribute beyond the obligations given by the company, such as helping coworkers when they sincerely break OCB that exceeds its job description is believed to be able to improve organizational performance, this will encourage the effectiveness of achieving corporate organizational goals. Factors that can increase OCB include job satisfaction and perceived organizational support, this is because OCB plays an important role in reciprocal exchange processes in organizations (Maharani et al., 2013)

Research conducted by Novira & Martono (2015) found that perceived organizational support can be a predictor of OCB, because the positive treatments of the organization received by employees will be captured as stimulus and organized and interpreted as perceptions of organizational support (Chalimah & Sakhowi, 2014). Employees who feel that they have been treated fairly and supported by their company will contribute more to their work and organization, because they feel that they are part of the company not only as employees who carry out their duties in the company. Some studies that examine the relationship between organizational support and OCB, including research conducted by Pangemanan & Suharnomo (2016) that tests and analyzes empirical antecedents models that affect OCB, the findings in this study indicate that perceived organizational support is one of the factors that can influence OCB .

Organizations will be able to produce good performance when there is a prevalence in which employees not only carry out basic tasks, but employees must do extra tasks such as willing to cooperate, help, provide advice to fellow employees, participate actively, provide extra services and want to use work time effectively (Lubis, 2015). In fact, humans are organizing or working in organizations to meet their needs. Human resources or employees also need organizational support that can be felt through salaries, awards, promotions, and others. Perceived organizational support has an effect on employee satisfaction, when employees believe that their welfare is supported by an organization it will lead to employee job satisfaction (Waileruy, 2014).

According to Soegandhi et al. (2013), in achieving organizational goals quality human resources are needed, so that with high job satisfaction OCB behavior can occur. Satisfied employees generally find it easier to make more contributions than OCB's role than others. The higher the level of job satisfaction obtained, the employees will increasingly like to show OCB behavior. Satisfied employees will be more likely to speak positively about the organization, help others, and far exceed normal expectations at work (Amin et al., 2014). This is indicated by Rahmi's (2014) research which states that job satisfaction has a positive and significant effect on OCB, the higher job satisfaction, the higher the OCB level.

II. CONCEPTUAL MODEL AND HYPOTHESIS DEVELOPMENT

The Effect Of Perceived Organizational Support on Job Satisfaction

Perceived organizational support is the perception of employees about how companies provide support, appreciate their contributions, and how companies can provide assistance when needed. Support from superiors also greatly influences employee perceptions to improve their performance. The perceived high organizational support felt by employees will be able to increase job satisfaction in employees. Perceived organizational support as a global belief of employees regarding the extent to which organizations care about their welfare and respect their contributions, because with a sense of caring for the organization of the welfare of employees it will lead to satisfaction in work (Novira & Martono, 2015). Perceived organizational support has a significant and positive influence on employee job satisfaction because support from the organization has a large influence on the existence of job satisfaction and if the support of the organization increases its presence in a company, then employee job satisfaction can also increase. Based on various results of these studies, the following hypotheses can be stated:

H₁: Perceived Organizational Support has a positive effect on Job Satisfaction.

The Effect Of Perceived Organizational Support on Organizational Citizenship Behavior (OCB)

Perceived organizational support is the perception of employees about how companies provide support, appreciate their contributions, and how companies can provide assistance when needed. Perceived organizational support is one of the variables that influence organizational citizenship behavior (OCB). In social exchange theory an action shown by someone depends on the favorable reaction obtained from the other party. The social exchange theory can explain that the higher the perception of organizational support given to employees, the more OCB will be employed by employees. So when employees feel cared for by the company, this will encourage the emergence of OCB behavior from employees. Research conducted by Noruzy et al. (2013), with a sample of 177 education experts showing the results that perceived organizational support has a positive and significant effect on OCB, because employees who perceive support from the company tend to be involved in citizenship behavior. Research with 387 employee respondents at Islamabad and Rawalpindi hotels conducted by Khan & Ghufra (2018) revealed that there was a positive and significant relationship between perceived organizational support and OCB. Osman et al. (2015) also found that perceived organizational support had a positive relationship with OCB. Based on various results of these studies, the following hypotheses can be stated:

H₂: Perceived Organizational Support has a positive effect on Organizational Citizenship Behavior (OCB)

The Effect Of Job Satisfaction on Organizational Citizenship Behavior (OCB)

Employee OCB level is also influenced by job satisfaction that every employee needs to have at work. The level of satisfaction will affect someone in completing work. Because employee satisfaction is important, company management must be able to manage human resources well, suppress the existence of boredom and work fatigue to create a sense of comfort and satisfaction within the employee itself (Puspitasari et al., 2014) Research on 30 companies in Korea found that job satisfaction had a positive effect on OCB (Lee et al., 2013). This is in accordance with the research conducted by Kencanawati (2014) stating that the higher the level of job satisfaction of employees, the higher the level of OCB carried out by these employees. Sesan & Nejat (2012) stated that there was a positive and significant effect of job satisfaction on OCB on secondary school teachers in Turkey. Sesan stated that in addition to job satisfaction can affect OCB, job satisfaction can also be influenced by OCB itself. Ngadiman (2013) states that job satisfaction has a significant influence on OCB. Osman et al. (2015) find job satisfaction has a positive relationship with OCB. Rohayati (2014) states that the variable job satisfaction has a positive and significant effect on OCB. The high and low OCB as a result of the high and low quality of job satisfaction money goes. As well as research conducted by Najafi et al. (2013) with 378 samples stating job satisfaction had a positive effect on organizational citizenship behavior. Based on various results of these studies, the following hypotheses can be stated:

H₃: Job Satisfaction has a positive effect on Organizational Citizenship Behavior (OCB).

The Role of Job Satisfaction mediates The Effect of Perceived Organizational Support on Organizational Citizenship Behaviour (OCB)

Perceived high organizational support will increase job satisfaction perceived by employees and when employees feel high job satisfaction, employees will try to do things that are beneficial for the organization in this case namely organizational citizenship behavior. This is supported by research by Islam et al. (2014) stated that job satisfaction can be

a mediating variable in the relationship between perceived organizational support and organizational citizenship behavior (OCB). Another study by Waileruny (2014) shows the results that job satisfaction is an intervening variable between perceived organizational support and OCB. Perceived high organizational support will increase job satisfaction perceived by employees and when employees feel high job satisfaction employees will try to do things that are beneficial for the organization (Novira & Martono, 2015). Research conducted by Maula & Afrianty (2017) concluded that the better perceived organizational support can then influence job satisfaction so that it can increase OCB for employees. If employees have a good perception of the support of the organization and then they are satisfied with the gift and support, then in accordance with the social exchange theory, employees try to reciprocate this by displaying OCB at work. Based on various results of these studies, the following hypotheses can be stated:

H₄: Job Satisfaction becomes a mediation in the relationship of Perceived Organizational Support to Organizational Citizenship Behavior (OCB)

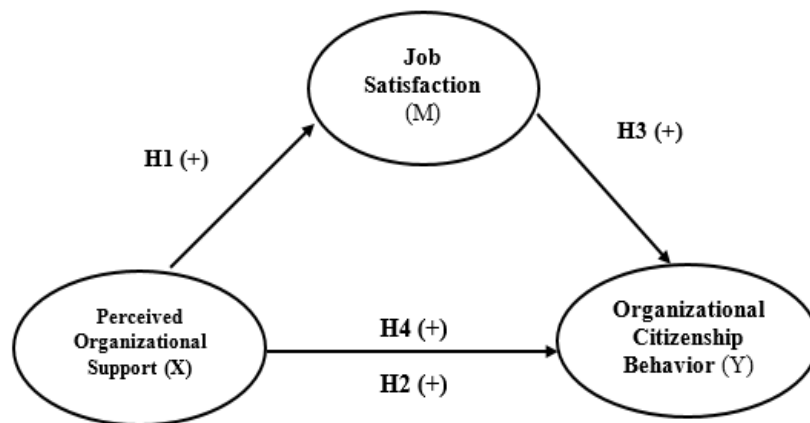


Figure 1: Conceptual Model

III. RESEARCH METHODOLOGY

This research is included in explanatory research, in the sense that this study examines the effect of independent variables on the dependent variable. The influence studied was about the role of job satisfaction in mediating the influence of Perceived Organizational Support on Organizational Citizenship Behavior (OCB). The resources obtained will be supported by theories from the bibliography so that it is expected to be able to answer hypotheses and solve problems. The population in this study were employees at PT. Bayus Cargo Badung, amounting to 56 people.

The sample chosen in this study used purposive sampling technique, namely the technique of determining the sample with certain considerations in the application of OCB. Respondents in this study were 48 employees by not including the president director, HRD, accounting, and document at PT. Bayus Cargo Badung. In this study data collection was carried out by observation, interviews and questionnaires. The location of this research was conducted at PT. Bayus Cargo Badung, located at Jl. Raya Kerobokan Kelod No.55, North Kuta, Badung Regency, Bali 80361.

Perceived organizational support is the perception of employees of PT. Bayus Cargo Badung to the extent to which companies provide support to employees, appreciate their contributions, and how companies can provide assistance when needed. Waileruny (2014) argues that there are several indicators that shape perceived organizational support, namely: Fairness, Supervisor Support, Organization Reward and Job Condition

Organizational citizenship behavior or OCB is the voluntary behavior of employees of PT. Bayus Cargo Badung is out of work without being paid to help coworkers so they can benefit others and organizations. The indicators used are as follows (Waileruny, 2014): Altruism (Y1), Conscientiousness (Y2), Sportmanship (Y3), Courtesy (Y4), Civic Virtue (Y5)

In simple terms, job satisfaction can be concluded as a positive emotional attitude that makes PT. Bayus Cargo Badung likes the work done because they feel happy in doing their jobs. Spector (2008) states that indicators of job satisfaction can be seen from nine aspects, namely Promotion (M1), Salary (M2), Procedure (M3), Suvervisi (M4), Allowances (M5), Awards (M6), Job type (M7).

IV. RESEARCH FINDING AND DISCUSSION

This study was dominated by male respondents with an overall percentage of 85.42 percent or 41 people because most of the workers were packers, and the remaining 14.58 percent or 7 were female. The most recent education of the respondents was mostly high school / vocational school graduates with a percentage of 54.16 percent or 26 people, someone who had studied until high school level was assumed to have a fairly good understanding and ability in completing work.

Reliability test results show that all research instruments have Cronbach's Alpha coefficients of more than 0.60. It can be said that all instruments are reliable so that they can be used to conduct research. The results of the validity test show that all variables have a correlation coefficient value with a total score of all statement items greater than 0.30. This shows that the items in the research instrument are valid

The variable regression coefficient value perceived organizational support is positive with a significance value of t test less than 0.05. This shows that the variables perceived organizational support have a significant positive effect on the variable job satisfaction. The magnitude of the influence of independent variables on the dependent variable indicated by the value of total determination (R Square) of 0.206 means that 20.6 percent of the variation in job satisfaction is influenced by variations in perceived organizational support, while the remaining 79.4 percent is explained by other factors that are not put in the model.

TABLE 2: THE RESULT OF PATH ANALYSIS 1

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	17.833	3.516		5.071	.000
Perceived Organizational Support (X)	.330	.095	.454	3.454	.001
R Square	0,206				
Adjusted R Square	0,189				
F Statistic	11,927				
Sig. F	0,001				

Source: Processed Data, 2019

TABLE 3: THE RESULT OF PATH ANALYSIS 2

Variable	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.411	3.140		.768	.447
Perceived Organizational Support (X)	.267	.077	.448	3.484	.001
Job Satisfaction (M)	.244	.105	.297	2.310	.026
R Square	0,409				
Adjusted R Square	0,383				
F Statistic	15,602				
Sig. F	0,000				

Source: Processed Data, 2019

The significance value of each independent variable is less than 0.050. This shows that all independent variables have a significant influence on the dependent variable. The magnitude of the influence of independent variables on the dependent variable indicated by the value of total determination (R Square) of 0.409 means that 40.9 percent of the variation in organizational citizenship behavior is influenced by variations in perceived organizational support and job satisfaction, while the remaining 59.1 percent is explained by other factors not included in the model. The total determination value of 0.533 means that as much as 53.3 percent of variations in organizational citizenship behavior at PT. Bayus Cargo Badung is influenced by variations perceived organizational support and job satisfaction, while the remaining 46.7 percent is explained by other factors not included in the model.

Based on the results of the analysis of the effect of perceived organizational support on job satisfaction obtained a significance value of 0.001 with a positive regression coefficient of 0.454. Significance value of 0.001 <0.05 indicates that H0 is rejected and H1 is accepted. This result means that perceived organizational support has a positive and significant effect on job satisfaction of employees of PT. Bayus Cargo Badung. Based on the results of the analysis of the effect of perceived organizational support on organizational citizenship behavior obtained a significance value of 0.001 with a positive regression coefficient of 0.448. Significance values of 0.001 <0.05 indicated that H0 was rejected and H2 was accepted. These results mean that perceived organizational support has a positive and significant effect on organizational citizenship behavior of employees of PT. Bayus Cargo Badung.

Based on the results of the analysis of the effect of job satisfaction on organizational citizenship behavior obtained a significance value of 0.026 with a positive regression coefficient of 0.297. Significance values of 0.026 <0.05 indicate that H0 is rejected and H3 is accepted. These results mean that job satisfaction has a positive and significant effect on organizational citizenship behavior of employees of PT. Bayus Cargo Badung. Based on the results of the above calculations, it shows that the direct effect of perceived organizational support on job satisfaction is 0.454.

The direct effect of the variable perceived organizational support on organizational citizenship behavior is 0.448. The direct effect of variable job satisfaction on organizational citizenship behavior is 0.297.

This means that the variable organizational citizenship behavior is more influenced by perceived organizational support than job satisfaction. While the indirect effect of perceived organizational support variables on organizational citizenship behavior through job satisfaction is 0.135. So the effect of total variables perceived organizational support on organizational citizenship behavior through job satisfaction is 0.587.

Based on the results of the analysis perceived organizational support for job satisfaction obtained a significance value of 0.001 with a beta coefficient of 0.454. A significance value of 0.001 <0.05 indicates that H0 is rejected and H1 is accepted. This result means that perceived organizational support has a positive and significant effect on job satisfaction at PT. Bayus Cargo Badung, because the better the application of perceived organizational support to employees, the employee job satisfaction will increase. Based on this, the hypothesis perceived organizational support has a positive effect on job satisfaction can be accepted at PT. Bayus Cargo Badung. The results of this study are consistent with the research of Novira & Martono (2015), Darsana (2013), Tripathi & Pandey (2017)

The results of testing the hypothesis of the effect of perceived organizational support on organizational citizenship behavior (OCB) obtained a significance value of 0.001 with a beta coefficient of 0.448. Significance values of 0.001 <0.05 indicated that H0 was rejected and H2 was accepted. This result means that perceived organizational support has a positive and significant effect on OCB at PT. Bayus Cargo Badung, because employees who feel the support of the company where they work will tend to do extra behavior at work. Based on this, the hypothesis of perceived organizational support has a positive effect on OCB can be accepted at PT. Bayus Cargo Badung. The results of this study are consistent with the research of Khan & Ghufuran (2018), Osman et al. (2015), Noruzy et al. (2013), Unal (2013)

Based on the results of the analysis of the effect of job satisfaction on organizational citizenship behavior (OCB), a significance value of 0.026 was obtained with a beta coefficient of 0.297. Significance values of 0.026 <0.05 indicate that H0 is rejected and H3 is accepted. This result means that job satisfaction has a positive and significant effect on organizational citizenship behavior (OCB) at PT. Bayus Cargo Badung, because the higher the application of job satisfaction, OCB increases. Based on this, the hypothesis of job satisfaction has a positive effect on OCB can be accepted at PT. Bayus Cargo Badung. The results of this study are in accordance with the research of Osman et al. (2015), Kencanawati (2014), Rohayati (2014), Ngadiman (2013), Sesan & Nejat (2012), Najafi et al. (2013).

The test results show that the Z value is $2,3956 > 1.96$ with a significance value of 0,000 <0,05, which means that job satisfaction is a variable that mediates the perceived organizational citizenship on organizational citizenship behavior (OCB) at PT. Bayus Cargo Badung or in other words perceived organizational citizenship has an indirect effect on organizational citizenship behavior (OCB) through job satisfaction This study supports some of the results of previous studies conducted by Islam et al. (2014) stated that job satisfaction can be a mediating variable in the relationship between perceived organizational support and organizational citizenship behavior (OCB).

Another study by Waileruny (2014) shows the results that job satisfaction is an intervening variable between perceived organizational support and OCB. Perceived high organizational support will increase job satisfaction perceived by employees and when employees feel high job satisfaction employees will try to do things that are beneficial for the

organization (Novira & Martono, 2015). Research conducted by Maula & Afrianty (2017) concluded that the better perceived organizational support can then influence job satisfaction so that it can increase OCB for employees.

V. RESEARCH LIMITATION

Based on the research that has been done, there are several limitations in this study, namely: This research was carried out only limited to the scope of the company PT. Bayus Cargo Badung so that the results of this study cannot be used by other companies in similar service sectors or companies in other sectors. The factors that influence Organizational Citizenship Behavior (OCB) behavior in this study are perceived organizational support and job satisfaction, while there are still many factors others that can affect.

VI. CONCLUSIONS AND SUGGESTIONS

Based on the discussion in the previous chapter, the conclusion of this study is Perceived organizational support has a positive and significant effect on organizational citizenship behavior (OCB) at PT. Bayus Cargo Badung. This shows that the better the company's support for employees, the higher the level of OCB that employees do at the company. Perceived organizational support has a positive and significant effect on job satisfaction at PT. Bayus Cargo Badung. This shows the better the level of perceived organizational support, the higher the job satisfaction felt by employees at the company. Job satisfaction has a positive and significant effect on organizational citizenship behavior (OCB) at PT. Bayus Cargo Badung. This shows that the better the level of job satisfaction, the higher the level of OCB performed by employees in the company. Job satisfaction has a positive and significant effect as a variable that is able to mediate perceived organizational support for organizational citizenship behavior (OCB) at PT. Bayus Cargo Badung. This shows that job satisfaction is able to mediate the perceived organizational support for OCB in the company.

Based on the results of the analysis of the study, discussion and conclusions there are several suggestions that can be used as consideration in determining future policies, especially those related to perceived organizational support, job satisfaction and organizational citizenship behavior. his job, so that it will create a sense of meaningfulness and feelings of pleasure and employees feel considered important by the company. Companies should provide rewards for employees who excel in doing their jobs, so that job satisfaction will continue to be at the best point where it will directly affect the company's performance. Employees at PT. Bayus Cargo Badung must further enhance OCB's behavior, especially regarding not giving issues that can bring down other employees, so that a harmonious relationship can be created with colleagues and employees can focus on working towards achieving organizational goals.

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