



# The effect of work environment, job satisfaction and organisational commitment on organizational citizenship behavior

Askar Jaya<sup>1</sup>, Yenni Marliza<sup>2</sup>, Ampia Wartati<sup>3</sup>  
<sup>1,2,3</sup>Management, Sekolah Tinggi Ilmu Ekonomi KBP Padang, Indonesia

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## ABSTRACT

The organizational citizenship behavior (OCB) implemented at the Sungai Penuh City Culture and Tourism Office has not been implemented optimally. This results in bad relations between employees. This research aims to determine the influence of job satisfaction, work environment and quality of work life on Organizational Citizenship Behavior (OCB) of employees at the Sungai Penuh City Culture and Tourism Office. This research uses qualitative and quantitative research methods, where the sampling technique uses a total sampling technique, with a total sample of 37 employees of the Sungai Penuh City Culture and Tourism Office. The analysis technique is multiple regression analysis. The results of this research are that, both partially and simultaneously, the work environment, job satisfaction and Organizational Commitment have a positive and significant effect on the Organizational Citizenship Behavior (OCB) of employees at the Sungai Penuh City Culture and Tourism Service.

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### Corresponding Author:

Askar Jaya,  
Management,  
Sekolah Tinggi Ilmu Ekonomi KBP Padang,  
Jl. Khatib Sulaiman No. 61, Padang, Sumatera Barat, 25173, Indonesia.  
Email: [askarjaya@akbpstie.ac.id](mailto:askarjaya@akbpstie.ac.id)

## 1. INTRODUCTION

Every government agency is required to be able to optimise human resources and how human resources are managed. Employee performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017). Employee performance is the answer to the success or failure of the agency's goals that have been set. (Wibowo, 2015). Organisations must be able to pay attention to the right way to develop existing human resources in order to achieve organisational goals (Rivai et al., 2011). Human resources here include all employees in the organisation (Tampubolon, 2016). Individual capabilities in an organisation are sometimes meaningless in the absence of extra-role behaviour. Extra-role behaviour in organisations is also known as organizational citizenship behaviour (OCB), and people who display OCB behaviour are referred to as good citizens. Extra-role behaviours are behaviours at work that are not in the employee's formal job description but are highly valued if displayed by employees because they increase the effectiveness and survival of the organisation (Ingarianti, 2015). An organisation will be able to achieve

its goals well if an employee not only performs his basic duties, but also wants to do other extra tasks outside his job description, the contribution of an employee outside his job description is called Organizational Citizenship Behavior (OCB).

The fact shows that companies that have employees with good OCB will have better performance than other companies. Some research suggests that organisational culture correlates with the performance appraisal process and has a significant impact on OCB (Mahardika & Wibawa, 2018). OCB is behaviour-oriented and it is expected that the behaviour reflects lived values. According to Organ (2016), OCB consists of five dimensions: (1) altruism, which is the behaviour of helping to relieve work aimed at individuals in an organisation, (2) courtesy, which is helping colleagues prevent problems arising in connection with their work by providing consultation and information and respecting their needs, (3) sportsmanship, which is tolerance for less than ideal situations at work without complaining, (4) civic virtue, which is involved in organisational activities and cares about the survival of the organisation, (5) conscientiousness, which is doing things that benefit the organisation such as complying with the rules in the organisation (Huang et al., 2012).

The Sungai Penuh City Culture and Tourism Office is one of the Regional Work Units of the Sungai Penuh City Government carrying out regional authority in the fields of Culture, Tourism, Creative Economy. The results of interviews and observations with the Secretary of the Culture and Tourism Office of Sungai Penuh City found several problems that were indicated to arise due to low organizational citizenship behaviour (OCB), namely: 43.33% (13 people) were undisciplined/absent during working hours, 40.00% (12 people) did not work overtime if there was unfinished work, 46.67% (14 people) did not help colleagues, 40% (12 people) were less active in office activities, 33.33% (10 people) complained about their work, and 43.33% (13 people) did not heed reprimands. This shows that the organizational citizenship behaviour (OCB) implemented at the Sungai Penuh City Culture and Tourism Office has not been implemented optimally. Low Organizational Citizenship Behavior (OCB), will result in poor relationships between employees, an envious attitude and an attitude of not wanting to help colleagues, so that work cannot be completed in a timely manner, decreased organisational stability, employee non-compliance with the organisation, and result in the organisation not being able to provide maximum service. (Hartono et al., 2022).

OCB can be influenced by several factors. One of them is the work environment. The work environment according to Alex S. Nitisemito in (Sunyoto, 2015) Work environment is everything that is around the workers and that can affect him in carrying out the tasks assigned, such as cleanliness, lighting music, and others. Leaders are advised to improve the work environment in order to obtain a higher level of job satisfaction. Furthermore, a good work environment can facilitate the realisation of higher productivity (Lesmana & Nasution, 2016). Another variable that also affects OCB is job satisfaction. Job satisfaction is a positive feeling about one's job which is the result of an evaluation of its characteristics (Robbins & Judge, 2015). Robbins & Judge (2013) stated that job satisfaction encourages organizational citizenship behaviour (OCB) because satisfied employees are more likely to speak positively about the organisation, help other individuals, and perform beyond normal expectations. Satisfied employees may be more obedient to the call of duty because they want to repeat the positive experiences they have had.. Nasution (2017) stated that a significant relationship between job satisfaction, organisational commitment, and organisational justice with OCB. Internal and external job satisfaction, affective commitment and interactional justice are the best predictors of OCB. Sengkey et al. (2018) suggests that job satisfaction and organisational commitment have a positive and significant effect on OCB. Apart from job satisfaction, there is another thing that becomes employee behaviour that has a positive impact on the organisation, namely commitment. Commitment is the ability and willingness to align personal behaviour with the needs, priorities and goals of the organisation (Agusta, 2007). In order to increase employee commitment, managers are advised to increase job satisfaction. Organisations that have

employees who are satisfied with their organisation tend to be more effective and more productive than those with dissatisfied employees (Suwandana, 2017). Purba (2004) stated that personality and organisational commitment have a significant effect on OCB in Indonesia. Putra (2016) suggests that organisational commitment has a positive effect on organizational citizenship behavior (OCB).

Based on this description, researchers want to conduct research with the aim of proving the effect of work environment, job satisfaction and organisational commitment on organizational citizenship behavior (OCB) of employees at the Sungai Penuh City Culture and Tourism Office.

## 2. RESEARCH METHOD

This research is a mix method research that combines quantitative and qualitative methods. The objects in this study are Work Environment, Job Satisfaction and Organisational Commitment, with the dependent variable Organizational Citizenship Behavior (OCB) at the Sungai Penuh City Culture and Tourism Office. Meanwhile, the subject of this research is all employees of the Culture and Tourism Office of Sungai Penuh City. The population used in this study were all civil servants of the Sungai Penuh City Culture and Tourism Office, totalling 38 people. Because the population is less than 100 people, in this study it is determined that sampling uses total sampling technique, namely the number of samples is equal to the total population of 37 civil servants of the Culture and Tourism Office of Sungai Penuh City. The data collection method used in this research is a questionnaire. The data collected was then analysed using multiple linear regression analysis.

## 3. RESULTS AND DISCUSSIONS

### 3.1. Characteristics of respondents

Based on the results of data collection on 37 respondents, the following characteristics of the respondents were obtained:

Category	Characteristics	Frequency	Percentage
Gender	Male	21	57%
	Female	16	43%
Education Level	SMA/equivalent	1	3%
	D3-S1	21	78%
	S2	7	19%

*Source: Data processed, 2023*

Table 1 shows that the majority of employees of the Culture and Tourism Office of Sungai Penuh City who are more dominant are male with a total of 21 people with a percentage of 57%. Meanwhile, when viewed based on the level of education, it can be seen that the majority of employees at the Sungai Penuh City Culture and Tourism Office are D3-S1 graduates as many as 29 people with a percentage of 78%.

### 3.2. Multiple Linear Regression

Multiple linear regression in this study is used to determine the magnitude of the regression coefficient whether the variables of work environment, job satisfaction and organisational commitment have a significant influence on organizational citizenship behaviour (OCB) of employees of the Sungai Penuh City Culture and Tourism Office. The regression equation obtained will later be tested on the regression coefficient of each research variable statically, namely through the F test and T test.

Table 4. Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.333	4.579		.509	.053
Work environment	.284	.083	.330	3.413	.001
Job satisfaction	.140	.092	.127	2.512	.037
organisational commitment	.511	.089	.560	5.746	.000

Source: Data processed, 2023

Based on Table 4, the multiple linear regression equation is as follows:

$$Y = 2,333 + 0,284 X_1 + 0,140 X_2 + 0,511 X_3 \quad (1)$$

1. The constant value of 2.333 indicates that if the variables of work environment, job satisfaction and organizational behavior commitment are considered constant, then the organizational citizenship behavior (OCB) of employees is 2.333 at the Sungai Penuh City Culture and Tourism Office.
2. The Work Environment coefficient of 0.284 states that every work environment increases by 1 point, then organizational citizenship behavior (OCB) will increase by 0.284 points at the Sungai Penuh City Culture and Tourism Office.
3. The Job Satisfaction coefficient of 0.140 states that every increase in job satisfaction by 1 point, it will increase organizational citizenship behavior (OCB) by 0.140 at the Sungai Penuh City Culture and Tourism Office.
4. The Organisational Commitment coefficient of 0.511 states that every increase in Organisational Commitment by 1 point, it will increase organizational citizenship behavior (OCB) by 0.511 at the Sungai Penuh City Culture and Tourism Office..

### 3.3. T-Test

The t test in hypothesis testing is used to partially measure the level of influence of the Work Environment on organizational citizenship behavior (OCB), Job Satisfaction on organizational citizenship behavior (OCB), and Organizational Commitment to organizational citizenship behavior (OCB) on employees of the Culture and Tourism Office of Sungai Penuh City which has a significant effect.

Table 5. Summary results of t-test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.333	4.579		.509	.053
Work environment	.284	.083	.330	3.413	.001
Job satisfaction	.140	.092	.127	2.512	.037
organisational commitment	.511	.089	.560	5.746	.000

Source: Data processed, 2023

Based on table 5, the amak can be explained as follows:

1. Test the effect of work environment variables on organizational citizenship behaviour (OCB) in employees of the Sungai Penuh City Culture and Tourism Office. From the

results of the calculation it turns out that the hypothesis is accepted because the value of  $T_{hitung} > T_{tabel}$  where  $3.413 > 2.007$  and the significance value obtained is 0.01 smaller than the value of  $\alpha = 0.05$ . Thus it means that partially the work environment variable has a positive and significant effect on organizational citizenship behaviour (OCB) in employees of the Sungai Penuh City Culture and Tourism Office.

2. Test the effect of job satisfaction variables on organizational citizenship behavior (OCB) in employees of the Sungai Penuh City Culture and Tourism Office. Based on the results of the calculation, it turns out that the hypothesis is accepted because the value of  $T_{hitung} > T_{tabel}$  where  $2.512 > 2.007$  and the significance value obtained is 0.037 smaller than the value of  $\alpha = 0.05$ . Thus it means that partially the job satisfaction variable has a positive and significant effect on organizational citizenship behaviour (OCB) at the Sungai Penuh City Culture and Tourism Office.
3. Test the effect of work organisational commitment variables on organizational citizenship behavior (OCB) in employees of the Sungai Penuh City Culture and Tourism Office. From the results of the calculation it turns out that the hypothesis is accepted because the value of  $T_{hitung} > T_{tabel}$  where  $5.746 > 2.007$  and the significance value obtained is 0.000 smaller than the value of  $\alpha = 0.05$ . Thus it means that partially the organisational commitment variable has a positive and significant effect on organizational citizenship behavior (OCB) in employees of the Sungai Penuh City Culture and Tourism Office.

#### 3.4. Test-f

In order to test the hypothesis, the F ratio test is used to prove the level of significance of the independent variable on the dependent variable (Siregar, 2013). Based on the results of statistical testing (Anova test / F test) can be seen in the following table:

Table 6. Summary Results of F-Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	396,634	3	132,211	30,789	.000b
Residual	219,002	51	4,294		
Total	615,636	54			

Source: Data processed, 2023

Based on table 6, it is known that the value of  $F = 30.789$  with a significant level ( $0.000 < 0.05$ ). After knowing the amount of  $F_{count}$ , it will be compared with  $F_{table}$ , which is 2.79. Then the value of  $F_{hitung} > F_{tabel}$  or  $30.789 > 2.79$ . It can be concluded that the independent variables of work environment, job satisfaction, and organizational commitment simultaneously have a positive and significant effect on organizational citizenship behavior (OCB) in employees of the Culture and Tourism Office of Sungai Penuh City.

#### 3.5. Coefficient of Determination

The correlation coefficient measures the level of relationship between the independent variable and the dependent variable. The simultaneous coefficient of determination, which is the result of multiplying the correlation coefficient, shows the percentage of the influence of the independent variables simultaneously on the dependent variable, as shown in the following table:

Table 7. Determination Coefficient Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803a	.644	.623	2,072

*Source: Data processed, 2023*

Based on table 7, it is known that the correlation coefficient (R<sup>2</sup>) value is 0.803 or close to 1. This means that there is a strong unidirectional relationship between the work environment, job satisfaction and organizational commitment with organizational citizenship behavior (OCB) in employees of the Sungai Penuh City Culture and Tourism Office. This means that if the work environment, job satisfaction, and organisational commitment are improved, then organizational citizenship behavior (OCB) in employees of the Sungai Penuh City Culture and Tourism Office will also increase and vice versa.

The percentage of the influence of the independent variables on the dependent variable shown by the simultaneous coefficient of determination (R square) is 0.644 This means that the rise and fall of Organizational Citizenship Behavior (OCB) in employees of the Sungai Penuh City Culture and Tourism Office is influenced by the work environment, job satisfaction and organizational commitment by 64.4% while the remaining 35.6% is influenced by other variables outside this study.

### 3.6. The effect of work environment on Organizational Citizenship Behaviour (OCB) of Sungai Penuh City Culture and Tourism Office Employees

The results of this study indicate that there is a positive and significant influence between the Work Environment on Organizational Citizenship Behaviour (OCB) of employees of the Culture and Tourism Office of Sungai Penuh City. So it can be concluded that this research hypothesis is accepted. An organisation with a good work environment, especially physical conditions, a communicative climate, and rules and procedures that are in accordance with the organisation's strategy can increase OCB behaviour (Ulfa, 2019). This statement is supported by the results of direct observations of researchers in the field that environmental conditions, especially leaders and employees, can work well together to achieve organisational goals and data related to task implementation are quite supportive. In theory, a comfortable work environment and making employees feel comfortable will affect psychological conditions. When viewed from a psychological perspective, the environment of an organisation, both from co-workers, facilities and superiors can create its own perception for employees so that it provides a freer change in doing their work..

The results of this study are in line with research conducted by Maulana (2021) with the results of work environment research having a significant effect on OCB. In addition, this research is also in line with the results of research conducted by (Yugiantoro et al.,2023) with the results of research on work environment has a positive and significant effect on organizational citizenship behaviour..

### 3.7. Thank you to the reviewer for the suggestions and input to improve our manuscript. We have improved it as directed by the reviewer.

Based on the research results, it is known that there is a positive and significant influence between Job Satisfaction on Organizational Citizenship Behavior (OCB) of employees of the Sungai Penuh City Culture and Tourism Office. So it can be concluded that this research hypothesis is accepted. Job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected by work morale, discipline and work performance. Job satisfaction is enjoyed in work, outside work, and a combination of inside and outside work (Hasibuan, 2016).

Job satisfaction will affect OCB, because if employees work with all their hearts and the institution does not hesitate to provide rewards, or salaries that are in accordance with their work, then employees will feel satisfied with what they do. The results of this study are in line with research conducted by Harumi & Riana (2019) with the results of the study that there is a positive and significant effect of job satisfaction on OCB for employees of the general section of the Semarang Regency regional secretariat office. As well as research

conducted by Mutiarni & Hidayati (2018) with the results of research that job satisfaction has a significant effect on OCB.

### 3.8. The influence of work decisions on Organizational Citizenship Behaviour (OCB) of Sungai Penuh City Culture and Tourism Office Employees

The results of this study indicate that there is a positive and significant influence between Quality of Life on Organizational Citizenship Behaviour (OCB) of employees of the Culture and Tourism Office of Sungai Penuh City. So it can be concluded that this research hypothesis is accepted.

### 3.9. The influence of work environment, work decisions and organisational commitment on Organizational Citizenship Behavior (OCB) of Full River City Culture and Tourism Office Employees.

Based on the results of the F test, it shows that the Fcount value is 30.789 with a significance of 0.000. When compared with the expected significant level of 5% or 0.05, it means that the significant Fcount is smaller than the expected significant level ( $0.000 < 0.05$ ). Thus the work environment, job satisfaction and organisational commitment have a positive and significant effect on Organizational Citizenship Behavior (OCB) of employees of the Culture and Tourism Office of Sungai Penuh City. In the coefficient of determination test, the R2 value is 0.644 or 64.4%. This value shows that the three independent variables, namely work environment, job satisfaction and organisational commitment, affect the dependent variable Organizational Citizenship Behavior (OCB) of the Sungai Penuh City Culture and Tourism Office by 64.4% while the remaining 35.6% is explained by other factors besides the factors proposed in this study.

## 4. CONCLUSION

Based on the results of research on the influence of work environment, job satisfaction and organisational commitment on Organizational Citizenship Behavior (OCB) of employees of the Culture and Tourism Office of Sungai Penuh City, the following conclusions are obtained: 1). The work environment has a positive and significant effect on organizational citizenship behaviour (OCB) in employees of the Sungai Penuh City Culture and Tourism Office, 2). Job satisfaction has a positive and significant effect on organizational citizenship behaviour (OCB) in employees of the Sungai Penuh City Culture and Tourism Office, 3). Organisational Commitment is positive and significant to organizational citizenship behavior (OCB) in employees of the Sungai Penuh City Culture and Tourism Office, 4). The work environment, job satisfaction and organizational commitment simultaneously have a positive and significant effect on organizational citizenship behavior (OCB) in employees of the Sungai Penuh City Culture and Tourism Office, 5). Work environment variables, job satisfaction and organizational commitment affect Organizational Citizenship Behavior (OCB) in employees of the Sungai Penuh City Culture and Tourism Office by 64.4% while 35.6% is influenced by other variables outside this study. Future researchers are expected to examine other variables that have the possibility of influencing organizational citizenship behaviour (OCB).

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