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# **The Effect of Perceived Organizational Support, Organizational Commitment, And Work Motivation to Organizational Citizenship Behavior on Employees of PT. Seacon Terminal**

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## **Abstract**

The purpose of this study was to determine and analyze the influence of Perceived Organizational Support (POS), Organizational Commitment, and Motivation Work towards Organizational Citizenship Behavior (OCB) at PT. Seacon Terminal. The data sources come from primary and secondary data. Primary data is taken from distributing questionnaires, while secondary data is from literature books, journals, and company data. Data was distributed to 87 employees. The sampling technique used the Slovin method. Data analysis using multiple linear regression. The results showed that the variables POS, Organizational Commitment, and Work Motivation had a positive and significant effect on OCB. Perceived Organizational Support (POS) variable is the variable that has the highest influence on employee OCB with the dominant influence on the dimensions of supervisor support for PT Seacon Terminal employees.

**Keywords:** Perceived Organizational Support; Organizational Commitment; work motivation; Org anizational Citizenship Behavior.

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## **1. Background**

Based on the puska daglu of the Ministry of Trade, it can be seen that the global economy is experiencing a significant slowdown, and the export performance is experiencing a contraction, namely, growing negative by 1.81%. Meanwhile, export performance has a significant effect on economic growth because it contributes 17.61% to GDP. Improving and enhancing export performance is the task of all stakeholders, including PT Seacon Terminal, as one of the central container providers in Indonesia in export-import activities. Of course, the human resources owned by PT Seacon Terminal must have the performance and contribution with a high sense of attachment to the company so that they can provide performance beyond what is provided by the company or commonly known as the Organization Citizenship Behavior, to achieve the effectiveness and efficiency of the company with the achievement of the increasing company perform well. To find OCB owned by employees of PT Seacon Terminal, a survey conducted in 2019 showed that OCB employee PT Seacon Terminal is still low, with a percentage of 53.1% indicates the absence of OCB on the employee.

## **2. Theoretical Basis**

### **2.1 *Perceived Organizational Support***

According to [9], Perceived Organizational Support is a global employee belief about how high the organization's sensitivity or concern for the welfare of employees and appreciates the contribution of employees. Furthermore, According to [18], define the perception of organizational support as a confidence level officials to the organization in respect and care for the welfare of the peg AWAI who work in organizations such.

### **2.2 *Organizational Commitment***

According to [2], formulates organizational commitment as a psychological construct that is characteristic of the relationship between organizational members and their organization, and has implications for individual decisions to continue their membership in organizations. Furthermore, according to [16], the same definition between Organizational Commitment and Employee Loyalty, namely as a level at which workers identify with the organization and want to continue to participate in it actively.

### **2.3 *Work Motivation***

According to [13], work motivation is a human desire that is influenced by psychological needs, feelings of security, and self-esteem. Furthermore, according to [1] defines motivation as the strength and direction of behavior and the factors that influence people to behave in certain ways.

### **2.4 *Organizational Citizenship Behavior***

According to [4], OCB is the behavior of employees who are no longer part of their job but go beyond what is assigned by the company. Furthermore, according to [19], OCB means the extra efforts made by employees to help organizations or colleagues and do things that are outside the scope of their work.

## 2.5 Research Purpose

Based on the background and formulation of the problems outlined above, the purpose of the research to be carried out is to find out:

- Analyzing the effect of POS on OCB of PT Seacon Terminal employees
- Analyzing the effect of organizational commitment on the OCB of PT Seacon Terminal employees
- Analyzing the effect of work motivation on OCB of PT Seacon Terminal employees
- Analyzing the influence of POS, organizational commitment, and work motivation on OCB of PT Seacon Terminal employees

## 2.6 Framework

POS, Organizational Commitment, and work motivation are variables that can affect employee OCB. So that it will have a positive impact on employee performance, which of course, also has an impact on the progress of the company. According to [6], research journal results, existing organizational support encourages organizational commitment so that it also has a positive impact on Organizational Citizenship Behavior (OCB).

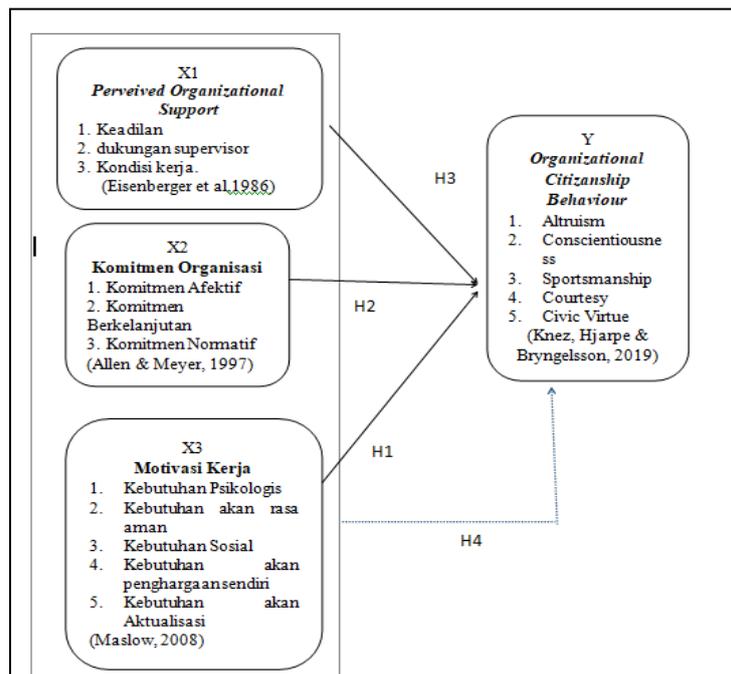


Figure 1: Framework

## 2.7 Research Hypothesis

The hypothesis is a temporary answer or provisional estimation of a research problem that has been formulated based on the theories used and related to support the discussion of variables. Based on the formulation of the research problem, the hypotheses put forward include:

- *Perceived Organizational Support* (POS) affects the *Organizational Citizenship Behavior* (OCB) of PT Seacon Terminal employees
- Organizational commitment affects the *Organizational Citizenship Behavior* (OCB) of PT Seacon Terminal employees
- Work motivation affects the *Organizational Citizenship Behavior* (OCB) of PT Seacon Terminal employees
- *Perceived Organizational Support*, Organizational Commitment and work motivation influence on *Organizational Citizenship Behavior* (OCB) on the employees of PT Seacon Terminal

### **3. Research Method**

The location of the study was conducted at the PT Seacon Terminal Jakarta.

#### **3.1 Population**

The population is a generalization of all subjects and objects of existing research. Then the authors determine that the population in this study is Employees of PT Seacon Terminal Jakarta with 112 employees.

#### **3.2 Sample**

The population of this study is all 112 employees of PT Seacon Terminal . with the sampling method using Slovin so that the sample of this study was 87 employees.

#### **3.3 Data Collection Techniques**

Spread the questionnaire that contains questions from each research variable, where the number of questions from each of these variables is 5 questions. Then the questions are weighted based on a Likert scale with a weighting of values 1 to 5.

#### **3.4 Research Variables**

In this study the variables are divided into independent variables, namely influencing variables, consisting of (X1) Perceived Organizational Support, (X2) Organizational Commitment, (X3) Work Motivation. The other variable is the dependent variable, which is the variable that is affected or which is the result due to the independent variable. In this study dependent Variable is Organizational Citizenship Behavior.

#### **3.5 Data Analysis Techniques**

The analysis used in this research is multiple linear regression analysis, namely analyzing the linear relationship between the independent variables (Perceived Organizational Support, Organizational Commitment, Work Motivation) and the dependent variable (Organizational Citizenship Behavior) using the help of the SPSS program with several testing steps, namely the research instrument test. , descriptive analysis test on variables,

classical assumption test, hypothesis test, t-test, F test, determination coefficient analysis, and inter-dimensional correlation.

#### 4. Result and Discussion

##### 4.1 Characteristics of Respondents

Characteristics of respondents in this study are based on Gender, Age, and position. The characteristics of the research respondents described as follows:

**Table 1:** Characteristics of Respondents

No.	Uraian	Frekuensi (Orang)	Prosentase (%)
1	<b>Jenis Kelamin</b>		
	- Male	58	66,67
	- Female	29	33,33
2	<b>Age</b>		
	- Less than 20 years	0	0,00
	- Between 21 – 30 years	60	68,97
	- Between 31 - 40 years	21	24,14
	- Between 41 - 50 years	5	5,75
	- Over 50 years	1	1,15
3	<b>Position</b>		
	- Staff	60	68,97
	- Coordinator	19	21,84
	- Supervisor	8	9,20

##### 4.2 Test Results for Validity and Reliability

The validity test aims to determine the extent to which the gauges measure what should be measured. An instrument is said to be valid if the instrument can be used to measure what should be measured. Data is said to be valid if the calculated r-value is greater than the r table value. A questionnaire is said to be reliable or reliable if a person's answer to a question is consistent or stable from time to time. The results of the validity test X1, X2, X3, and Y shows that Perceived Organizational Support (X1), which consists of fifteen questions, has a calculated value of  $r > r \text{ table} = 0.212$ . for the Organizational Commitment variable (X2), which consists of fifteen questions, it has a value of  $r \text{ count} > r \text{ table} = 0.212$ . Work Motivation Variable (X3), which consists of fifteen questions, has a value of  $r \text{ count} > r \text{ table} = 0.212$ . Thus the variable Perceived Organizational Support (X1), Organizational Commitment (X2), Work Motivation (X3), which consists of each of the fifteen question indicators, is declared valid. A validity test can be seen that for the variable OCB (Y), which consists of fifteen questions, has a value of  $r \text{ count} > r \text{ table} = 0.212$ . Thus the OCB variable (Y), which consists of fifteen question

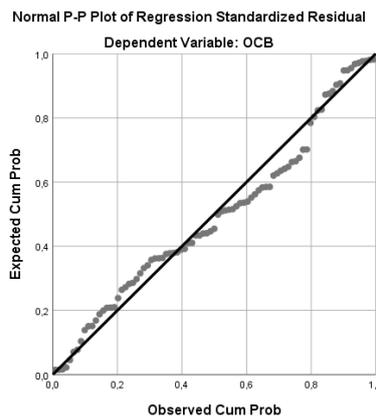
indicators, is declared valid. The reliability test criteria with the Alpha Cronbach formula are if  $r_{count} > r_{table}$ , then the measurement tool is reliable and vice versa; if  $r_{count} < r_{table}$ , then the measurement tool is not reliable. The results of validity are variable X1, X2, X3, and variable Y all of them meet the requirements, namely  $> 212$ , which means Valid. Reliability tests are in table 1.3 below:

**Table 2:** Variable Indicator Reliability Test Results

Variable	Value <i>Cronbach's Alpha</i>	Terms	Information
<b><i>Perceived Organizational Support</i></b>	0.761	> 0.6	<b>Reliable</b>
<b>Organizational Commitment</b>	0.766	> 0.6	<b>Reliable</b>
<b>Work motivation</b>	0.735	> 0.6	<b>Reliable</b>
<b>OCB</b>	0.725	> 0.6	<b>Reliable</b>

**4.3 Classic Assumption Test Result**

**4.3.1 Normality Test**



**Figure 2:** Normality Test Results

**Table 2:** Multicollinearity Test Results Data

Coefficients		
Model	Collinearity Statistics	
	Tolerance	VIF
<b>(Constant)</b>		
<b><i>Perceived Organizational Support</i></b>	0.819	1.221
<b>Komitmen Organisasi</b>	0.841	1.189
<b>Motivasi Kerja</b>	0.813	1.229
<b>a. Dependent Variable: OCB</b>		

The four variables above are more than the value of  $\alpha = 0.05$ , and the calculated KS value  $<$  the KS table value

( $1.35 / \sqrt{87} = 0.144$ ). Thus the *Kolmogorov-Smirnov* test results from the four variables above have met the normality requirements with the Sig.  $> \alpha = 0.05$ . This, it can be concluded that the data tested has a normal data distribution of Multicollinearity

Based on table 2, the VIF value of each variable is less than 10. This, it can be concluded that the data tested did not occur multicollinearity.

### 4.3.2 Heteroscedasticity Test

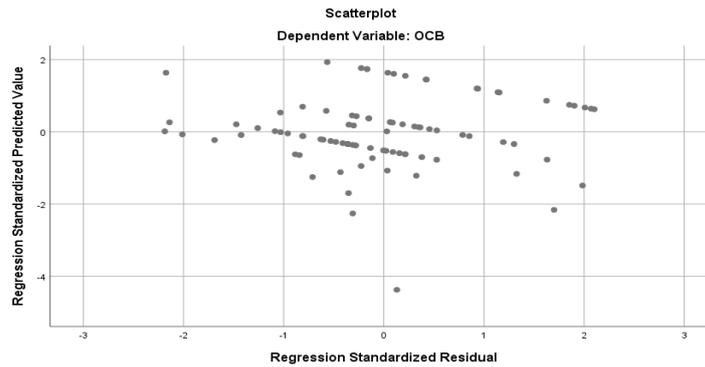


Figure 3: Heteroscedasticity Test Results

Based on Figure 3, it can be seen that there is no clear pattern, such as the dots stretching above and below the 0 on the Y axis, so the dots spread randomly and do not form a certain pattern. This, it can be concluded that the data tested is **free of heteroscedasticity**.

### 4.3.3 Hypothesis Testing

#### 4.3.3.1 Multiple Linear Regression Analysis

Table 3: Results of Multiple Linear Regression OCB (Y)

Coefficients						
Model	Unstandardized Coefficients		t	Sig.	Keterangan	
	B	Std. Error				
1	(Constant)	1,561	0,112	13,926	0,000	
	Perceived Organizational Support	0,302	0,028	10,920	0,000	Significant Positive Effect
	Organizational Commitment	0,148	0,027	5,475	0,000	Significant Positive Effect
	Work motivation	0,204	0,034	6,019	0,000	Significant Positive Effect

**a. Dependent Variable: OCB**

Interpretation and Hypothesis Testing (H) in table 1.4 are as follows:

$$Y = 1.561 + 0.302 X_1 + 0.148 X_2 + 0.204 X_3 + e; \quad (1)$$

- There is an effect of Perceived Organizational Support ( $X_1$ ) on OCB (Y) partially. The **significant** relationship with t-count is 10.92 (t-count > t-table (df = 83) = 1.988) and the value of *Sig.* = 0.000. The **positive coefficient** value is 0.302, which indicates that the direction of the **relationship between perceived organizational support ( $X_1$ ) and OCB is positive at 30.2%**. Thus the hypothesis  $H_1$  in this study, which states that "Perceived Organizational Support ( $X_1$ ) has a significant effect on OCB (Y)" is **accepted**.
- There is an effect of Organizational Commitment ( $X_2$ ) on OCB (Y) partially. The relationship between Organizational Commitment ( $X_2$ ) and OCB (Y) is **significant** with a t-count of 5.475 (t-count (df = 83) > 1.988) and a *Sig.* = 0.000. The coefficient value is **positive**, namely 0.148, which indicates that the direction of the **relationship between Organizational Commitment ( $X_2$ ) and OCB is positive at 14.8%**. Thus the hypothesis  $H_2$  in this study, which states that "Organizational Commitment ( $X_2$ ) has a significant effect on OCB (Y)" is **accepted**.
- There is an effect of Work Motivation ( $X_3$ ) on OCB (Y) partially. The relationship between Work Motivation ( $X_3$ ) and OCB (Y) is **significant** with a t-count of 6,019 (t-count (df = 83) > 1,988 and the value of *Sig.* = 0,000. The coefficient value is **positive**, which is 0.204, which indicates that the direction of the **relationship between work motivation ( $X_3$ ) and OCB is positive at 20.4%**. Thus the hypothesis  $H_3$  in this study, which states that "Work Motivation ( $X_3$ ) has a significant effect on OCB (Y)" is **accepted**.
- Perceived Organizational Support, Organizational Commitment, and Work Motivation simultaneously affect OCB. Based on the results of the simultaneous significance test (*f* test), it shows the F-count value of 119.457 (F-count > F-table (n = 87, and k = 3 = 2.71) and the *Sig.* = 0.000, which indicates that the variable Perceived Organizational Support ( $X_1$ ), Organizational Commitment variable ( $X_2$ ), and Work Motivation variable ( $X_3$ ) together have a significant effect on the OCB variable (Y). Thus the hypothesis  $H_4$  in this study states that "Perceived Organizational Support, Organizational Commitment, and Work Motivation simultaneously affect OCB" is **accepted**.

#### 4.3.3.2 t-Test

If the value of sig < 0.05 or t arithmetic > t table, then there is the effect of variable X on the Y variable and if the sig value > 0.05 or t arithmetic < t table then there is no effect of the variable X on the Y variable. It is known that t table = 1.988.

**Table 4:** t-Test Result

Coefficients								
Model			Unstandardized		t	Sig.	Information	
			Coefficients					
			B	Std. Error				
<b>1</b>	(Constant)		1,561	0,112	13,926	0,000		
	Perceived	Organizational	0,302	0,028	10,920	0,000	<b>Significant</b>	<b>Positive</b>
	Support						<b>Effect</b>	
	Organizational Commitment		0,148	0,027	5,475	0,000	<b>Significant</b>	<b>Positive</b>
							<b>Effect</b>	
	Work Motivation		0,204	0,034	6,019	0,000	<b>Significant</b>	<b>Positive</b>
							<b>Effect</b>	

**a. Dependent Variable: OCB**

**4.3.3.3 F Test**

If the value of sig <0.05 or f arithmetic > f table then there is the effect of variable X. Simultaneously on the Y variable. If the value of sig > 0.05 or f arithmetic < f table, then there is no effect of variable X simultaneously on the Y variable. 2.6322

**Table 5:** F Test Result

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
<b>1</b>	Regression	5,197	3	1,732	119,457	.000 <sup>b</sup>
	Residual	1,204	83	0,015		
	Total	6,400	86			

**a. Dependent Variable: OCB**

**b. Predictors: (Constant), Work Motivation, Organizational Commitment, Perceived Organizational Support**

N value F = 119.457, and the value of Sig. = 0.000, while the value of the F table with df (3.83) = 2.71. Thus H<sub>0</sub> is rejected, this is the variable Perceived Organizational Support (X<sub>1</sub>), Organizational Commitment (X<sub>2</sub>), and Work Motivation (X<sub>3</sub>) together have a significant effect on the OCB (Y) variable.

**4.3.3.4 Coefficient of Determination**

The coefficient of determination (R<sup>2</sup>) essentially measures how far the model's ability to explain variations in independent variables. The coefficient of determination is between zero and one. A small value (R<sup>2</sup>) means that

the ability of the independent variables in explaining the variation of the dependent variable is very limited.

**Table 6:** Coefficient of determination

Model Summary					
Model	R	R Square	Adjusted R Square	Std. An error of the Estimate	Durbin-Watson
1	.901 <sup>a</sup>	0,812	0,805	0,120	2,056
<b>a. Predictors: (Constant), Work Motivation, Organizational Commitment, Perceived Organizational Support</b>					
<b>b. Dependent Variable: OCB</b>					

Value Adjusted R Square = 0.805. This shows that 80.5% OCB (Y) is influenced by the variable Perceived Organizational Support (X 1 ), Organizational Commitment (X 2 ), and Work Motivation (X 3 ) while the rest (100% - 80.5%) is 19, 5% OCB (Y) is influenced by other factors outside of this study.

#### 4.4 Correlation Between Dimension

The correlation matrix in table 1.8 above can be described as follows:

- Variable *Perceived Organizational Support* (X 1 ) to Variable OCB (Y)

The greatest correlation value between the dimensions in the *Perceived Organizational Support* (X 1 ) variable and the OCB (Y) variable is the X1.2 Supervisor Support dimension with the Y5 dimension. Civic Virtue is 0.621 and is included in the strong relationship level category. This explains that the dimension of X1.2 Supervisor Support in the *Perceived Organizational Support* variable is needed to support the increase in OCB (Y), especially in the Civic Virtue dimension.

- Variable *Organizational Commitment* (X 2 ) to Variable OCB (Y)

The greatest correlation value between the dimensions in the *Organizational Commitment* variable (X 2 ) to the OCB variable (Y) is X2.3 Normative Commitment with the Y1 dimension. Altruism is 0.487 and falls into the medium level category of relationships. This explains that the dimension of X2.3 Normative Commitment in the *Organizational Commitment* variable is needed for any increase in OCB (Y), especially in the Altruism dimension.

- *Work Motivation* Variable (X 3 ) to Variable OCB (Y)

The greatest correlation value between the dimensions in the *Work Motivation* variable (X 3 ) and the OCB variable (Y) is the dimension X3.4 The need for self-appreciation with the Y5 dimension. Civic Virtue is 0.509 and falls into the medium level category of relationships. This explains that the

dimension of the Need for Self-Esteem in the Work Motivation variable is needed for any OCB (Y) improvement, especially in the Civic Virtue dimension.

**Table 7:** Correlations between dimension

Correlations						
Variable	Dimensions	OCB (Y)				
		4.1 Altruism	4.2 Conscientiousness	4.3 Sportsmanship	4.4 Courtesy	4.5 Civic Virtue
<b>Perceived Organizational Support (X1)</b>	1.1 Fairness	0,516	0,403	0,384	0,432	0,471
	1.2 Supervisor Support	0,579	0,441	0,303	0,528	0,621
	1.3 Organizational Rewards and Working Conditions	0,483	0,459	0,289	0,444	0,570
<b>Organizational Commitment (X2)</b>	2.1 Affective Commitment	0,350	0,320	0,389	0,377	0,326
	2.2 Sustainable Commitment	0,310	0,220	0,383	0,365	0,312
	2.3 Normative Commitment	0,487	0,359	0,393	0,466	0,388
<b>Work Motivation (X3)</b>	3.1 Psychological Needs	0,487	0,139	0,197	0,420	0,358
	3.2 The Need for Security	0,238	0,261	0,390	0,276	0,226
	3.3 Social Needs	0,335	0,269	0,198	0,256	0,259
	3.4 Need for Self-Appreciation	0,270	0,268	0,310	0,452	0,509
<b>N</b>		87	87	87	87	87
<b>**.</b> Correlation is significant at the 0.01 level (2-tailed).						
<b>*</b> . Correlation is significant at the 0.05 level (2-tailed).						

**4.5 Discussion**

**4.5.1 Perceived Organizational Support**

Perceived Organizational Support has a positive and significant effect on organizational citizenship behavior, and this study is in line with the research:

- According to [8], Perceived Organizational Support (POS) was found to be effective in improving Organizational Citizenship Behavior (OCB).
- According to [7], Existing organizational support encourages organizational commitment so that it also has a positive impact on Organizational Citizenship Behavior (OCB).
- According to [15], Perceived Organizational Support has a positive and significant effect

on Organizational Citizenship Behavior (OCB).

#### **4.5.2 Organizational Commitment**

Organizational Commitment has a positive and significant effect on organizational citizenship behavior, and this study is in line with the research:

- According to [12], There is a positive relationship between Citizenship Behavior (OCB) and ongoing commitment (Commitment Affective).
- According to [5], there is a positive relationship between Organizational Commitment and Organizational Citizenship Behavior (OCB).
- According to [7], The hypothesis is accepted that the high score of perceived organizational support (POS) is in line with the high Organizational Citizenship Behavior (OCB).

#### **4.5.3 Work Motivation**

Work Motivation has a positive and significant effect on organizational citizenship behavior and this study is in line with the research:

- According to [3], work motivation does not affect organizational commitment, and influence on OCB is a limitation in this study.
- According to [10], Job Motivation has a significant influence on Behavior's Organizational Citizenship
- According to [14], Organizational Citizenship Behavior Increases in line with the increase in Job Motivation and Job Satisfaction

### **5. Conclusion**

After theoretical discussion and research, the results of this study can be concluded as follows:

- Perceived Organizational Support variable has a positive and significant effect on OCB prices. This means that the better Perceived Organizational Support, the OCB will also increase. Variables Perceived Organizational Support was the highest influential variable on OCB.
- Organizational Commitment variable has a positive and significant effect on OCB. This means that the better Organizational Commitment, the OCB will also increase.
- Work motivation variable has a positive and significant effect on OCB. This means that the better the work motivation, the higher the OCB.
- The dimensions of supervisor support from the Perceived Organizational Support variable have the greatest influence and relationship to OCB, therefore the company's concern and concern for employee welfare and work must always be considered.
- The Normative Commitment Factor, especially from the comfort of employees at work and the workload felt by each employee, needs to be constantly improved to increase employee OCB.

- Future research can dig deeper into the variables that affect OCB. The high influence of Perceived Organizational Support on OCB found in this study opens the possibility of other external influences

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