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**RESEARCH ARTICLE**

## **The Influence of Work Ethic, Job Competence, and Perceived Organizational Support on Organizational Citizenship Behavior of Employees at an Indonesian State Enterprise**

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**ABSTRACT**

This study examines the impact of work ethic, job competence, and perceived organizational support (POS) on organizational citizenship behavior (OCB) among employees at an Indonesian state enterprise in West Java. Using Slovin's formula, 75 employees were selected through simple random sampling. Data were analyzed via IBM SPSS 25, including validity and reliability tests, multiple regression analysis, and t/F-tests. Results indicated that work ethic ( $\beta = 0.32$ ,  $p < 0.01$ ), job competence ( $\beta = 0.28$ ,  $p < 0.05$ ), and POS ( $\beta = 0.24$ ,  $p < 0.05$ ) significantly and positively influenced OCB. Collectively, these variables explained 48.7% of OCB variance ( $R^2 = 0.487$ ), while the remaining 51.3% was attributed to unexamined factors. The findings highlight the critical role of individual and organizational factors in fostering discretionary workplace behaviors, offering practical insights for enhancing employee engagement in high-stakes industries.

**KEYWORDS**

*work ethic, job competence, perceived organizational support, organizational citizenship behavior, energy sector*

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### **I. INTRODUCTION**

Organizational citizenship behavior (OCB), defined as voluntary actions that enhance organizational effectiveness beyond formal job requirements [1], has gained prominence in human resource management research. Such behaviors, categorized as in-role (task-oriented) and extra-role (discretionary), are pivotal for sustaining competitive advantage, particularly in technical industries like energy drilling [2]. Despite its theoretical relevance, empirical studies on OCB antecedents in Indonesia's energy sector remain limited.

Prior research identifies work ethic and job competence as key individual-level predictors of OCB. Work ethic, reflecting an employee's dedication to labor excellence, correlates with heightened responsibility and rule adherence [3]. Similarly, job competence—encompassing skills, knowledge, and task mastery—strengthens in-role performance, indirectly fostering OCB [4]. At the organizational level, perceived organizational support (POS) cultivates psychological ownership, motivating employees to reciprocate through citizenship behaviors [5]. However, interactions between these variables in high-risk, project-based environments like this state enterprise focusing on energy sector remain underexplored.

Preliminary surveys at the company (N = 10 employees) revealed critical gaps: (1) inconsistent adherence to informal workplace norms (work ethic mean = 3.23/5), (2) variability in punctuality and task ownership (job competence mean = 3.15/5), and (3) perceived inadequacy in organizational support for employee welfare (POS mean = 3.15/5). These issues, compounded by pandemic-induced productivity declines, underscore the urgency of understanding OCB drivers in this context.

Hence this study aims to addresses three research questions, how does work ethic influence OCB, the relationship between job competence and OCB and to what extent does POS predict OCB. By integrating individual and organizational perspectives, this

research contributes to OCB literature while offering actionable strategies for the company under study to optimize its human capital management.

### **Organizational Citizenship Behavior (OCB) and Its Antecedents**

organizational citizenship behavior (OCB), defined as discretionary employee actions that enhance organizational effectiveness beyond formal job requirements [1], has been extensively linked to individual and organizational factors. This study integrates three critical antecedents: work ethic, job competence, and perceived organizational support (POS), within the context of Indonesia's energy sector.

#### **Work Ethic**

Work ethic reflects an individual's commitment to labor excellence, encompassing dimensions of diligence, self-reliance, centrality of work, and moral integrity [6]. Employees with strong work ethics demonstrate resilience in task completion and adherence to organizational norms, aligning with [7] tripartite framework of smart work (creativity), hard work (persistence), and sincere work (gratitude). Empirical studies confirm that work ethic positively predicts OCB by fostering accountability and rule compliance [3]. In high-risk industries like energy drilling, where precision and safety are paramount, work ethic may uniquely mediate OCB's extra-role behaviors.

H1: Work ethic positively predicts OCB.

#### **Job Competence**

Job competence—the integration of skills, knowledge, and task mastery [9]—drives both in-role performance and OCB. Competent employees exhibit higher problem-solving agility and goal orientation [10], enabling them to engage in discretionary behaviors like peer mentoring. [11] identifies five competency pillars: motives, traits, self-concept, knowledge, and skills, which collectively enhance task ownership. Studies in Indonesian contexts [4] ; [12] demonstrate that competence strengthens OCB by reducing role ambiguity and fostering confidence in exceeding job descriptions.

H2: Job competence positively predicts OCB.

#### **Perceived Organizational Support (POS)**

POS, rooted in social exchange theory [13], captures employees' beliefs about organizational valuation of their contributions. Key dimensions include organizational care (e.g., welfare prioritization) and instrumental support (e.g., resource accessibility). High POS cultivates psychological ownership, motivating employees to reciprocate through OCB [14]. For instance, [15] found POS positively correlates with teachers' OCB in Indonesian educational institutions. In project-based sectors like PT. PDSI, where teamwork and adaptability are critical, POS may mitigate role stress and enhance cooperative behaviors.

H3: POS positively predicts OCB.

### **Theoretical Integration and Hypotheses**

Prior research establishes individual links between work ethic, competence, POS, and OCB. However, synergistic effects in technical, high-stakes environments remain underexplored. Grounded in social exchange and role theories, this study proposes hypothesis 4:

H4: Work ethic, job competence, and POS collectively predicts OCB

This framework addresses gaps in OCB literature by contextualizing antecedents within Indonesia's energy sector, where operational demands amplify the need for discretionary contributions. Based on the framework of thought, a research paradigm can be described as follows:

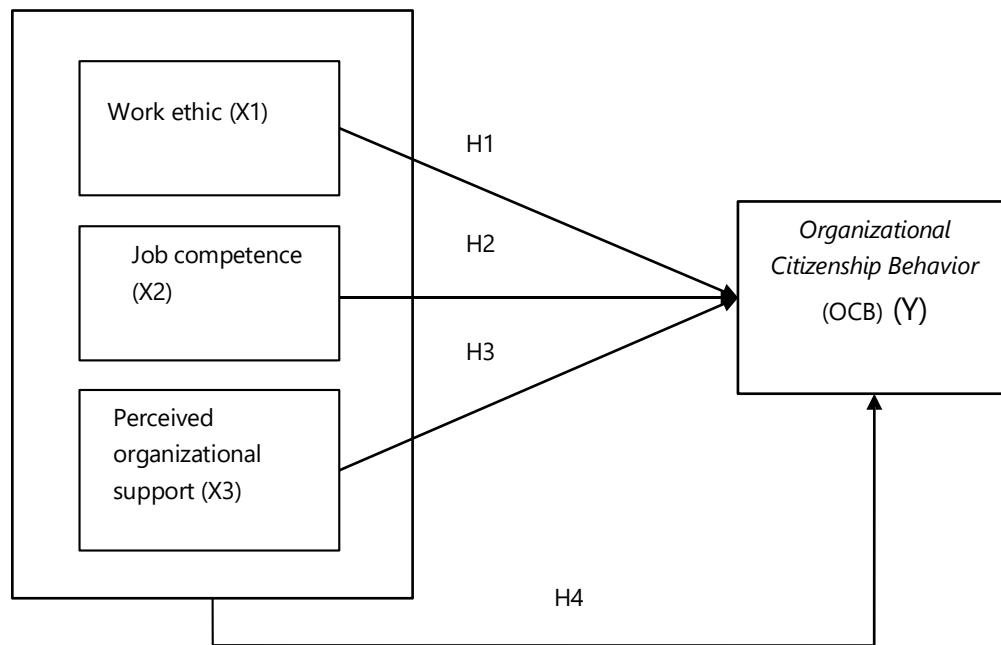


Figure 1. Conceptual Framework

## II. METHODOLOGY

This study utilizes a quantitative approach with a survey method to gather data from many respondents and test hypotheses. It investigates the relationship between work ethic, job competence, and perceived organizational support in relation to organizational citizenship behavior (OCB) through an associative analysis technique. Quantitative research follows a traditional scientific framework, adhering to empirical, objective, measurable, rational, and systematic principles [16].

According to [16], associative research is designed to explore the connection between two or more variables, making it a more advanced method compared to descriptive or comparative studies. This approach allows for a deeper understanding of how different factors interact and influence one another within an organizational setting.

The study defines three independent variables: work ethic (X1), referring to moral principles and values in work; job competence (X2), which is an individual's ability to perform tasks successfully; and perceived organizational support (X3), representing the company's concern for employees. The dependent variable is organizational citizenship behavior (OCB) (Y), which plays a crucial role in shaping human resources to fulfill job responsibilities effectively. Data collection uses a Likert Scale to measure respondents' attitudes, opinions, and perceptions about these variables.

This study focuses on a homogeneous group of 92 permanent employees within a government-operated organization. To determine the sample size, Slovin's formula was applied, yielding a representative cohort of 75 participants. A randomized selection method was implemented to ensure equitable inclusion opportunities for all members of the population, aligning with the principles of probability sampling.

Data were collected through dual channels: primary and secondary sources. Primary data were acquired via structured questionnaire surveys administered directly to participants, whereas secondary data were derived from existing records, archival materials, and supplementary documentation. The survey instrument, designed as a closed-ended questionnaire, was developed to systematically capture respondents' perspectives on key variables.

Analytical procedures followed a multi-step approach. Initial instrument testing included validity verification through Pearson correlation analysis, with item retention contingent on significance levels ( $\alpha < 0.05$ ). Reliability was evaluated using Cronbach's Alpha, where coefficients above 0.70 confirmed internal consistency. Subsequent statistical assumption evaluations assessed data normality via Kolmogorov-Smirnov testing and multicollinearity through variance inflation factor (VIF) and tolerance metrics, with thresholds set at  $VIF < 10$  and tolerance  $> 0.10$ . Multiple linear regression analysis was then employed to model variable relationships.

Hypotheses were examined using individual (t-test) and collective (F-test) analyses. Two-tailed t-tests evaluated the isolated effects of independent variables at a 5% significance level. The F-test determined whether predictors jointly influenced organizational

citizenship behavior (OCB), with results compared against critical F-values to confirm or reject the null hypothesis. All computations were executed in SPSS 25.0, ensuring standardized statistical processing.

### III. RESULTS AND DISCUSSION

#### Validity Test

A valid instrument ensures that the measurement tool accurately captures the data related to the studied variables. The validity of each statement is determined based on its significance level, where a statement is considered valid if the significance value (sig) is less than 0.05 and invalid if it exceeds 0.05. With a total of 75 respondents, the r-table value is calculated as 0.227, using a degree of freedom (df) of 73 and a significance level ( $\alpha$ ) of 0.05. A statement is deemed valid when the r-calculated value is greater than the r-table value. The results indicate that all variables in the study meet this criterion, confirming that every statement in the questionnaire is valid.

#### Reliability Test

Reliability testing ensures measurement consistency using Cronbach's Alpha, where a value above 0.70 indicates reliability. All variables have Cronbach's Alpha > 0.70, confirming reliable instruments for further analysis.

**Table 1. Reliability Test**

Variable	Cronbach's Alpha	No. of Items	Reliability
work ethic (X1)	0.776	11	Reliable
job competence (X2)	0.746	16	Reliable
perceived organizational support (X3)	0.745	8	Reliable
organizational citizenship behavior (OCB) (Y)	0.834	19	Reliable

#### First Hypothesis Testing

Partial Test (t-Test) in this study is by testing the influence of the work ethic variable (X1) on organizational citizenship behavior (Y). The table below is the result of the first hypothesis test.

**Table 2. First Hypothesis Test Results**

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.122	9.405		.013	.990		
	Work ethic	.501	.245	.293	2.050	.044	.336	2.976
	Work competence	.587	.194	.432	3.022	.003	.336	2.980
	Perceived Organizational Support	.402	.162	.206	2.477	.016	.997	1.003
a. Dependent Variable: OCB								

A partial t-test was conducted to evaluate the influence of work ethic ( $X_1$ ) on organizational citizenship behavior (OCB,  $Y$ ) among employees of the examined state enterprise. The results indicated a t-value of 2.050, a p-value of 0.044 (less than 0.05), and a critical t-value of 1.666. Given that the calculated t-value (2.050) surpasses the critical threshold (1.666) and the p-value confirms statistical significance ( $p < 0.05$ ), the null hypothesis ( $H_0$ ) is rejected in favor of the alternative hypothesis ( $H_a$ ). This outcome demonstrates that work ethic significantly and positively affects OCB within the analyzed context.

### Second Hypothesis Testing

The second Partial Test (t-Test) is by testing the influence of the variable Work competence ( $X_2$ ) on organizational citizenship behavior ( $Y$ ). The table below is the result of the second hypothesis test.

**Table 3. Second Hypothesis Test Results**

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.122	9.405		.013	.990		
	Work ethic	.501	.245	.293	2.050	.044	.336	2.976
	Work competence	.587	.194	.432	3.022	.003	.336	2.980
	Perceived Organizational Support	.402	.162	.206	2.477	.016	.997	1.003
a. Dependent Variable: OCB								

A partial t-test was performed to assess the impact of job competence ( $X_2$ ) on organizational citizenship behavior (OCB,  $Y$ ) among employees of the analyzed state enterprise. The test results revealed a t-value of 3.022, a p-value of 0.003 (less than 0.05), and a critical t-value of 1.666. As the calculated t-value (3.022) exceeds the critical t-value (1.666) and the p-value confirms statistical significance ( $p < 0.05$ ), the null hypothesis ( $H_0$ ) is rejected in favor of the alternative hypothesis ( $H_a$ ). These findings confirm that job competence has a significant and positive influence on OCB within the examined organization.

### Third Hypothesis Testing

The third Partial Test (t-Test) is by testing the influence of the Work competence variable ( $X_2$ ) on organizational citizenship behavior ( $Y$ ). The table below is the result of the third hypothesis test

**Table 4. Third Hypothesis Test Results**

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.122	9.405		.013	.990		
	Work ethic	.501	.245	.293	2.050	.044	.336	2.976
	Work competence	.587	.194	.432	3.022	.003	.336	2.980
	Perceived Organizational Support	.402	.162	.206	2.477	.016	.997	1.003
a. Dependent Variable: OCB								

A partial t-test was carried out to examine the influence of perceived organizational support ( $X_3$ ) on organizational citizenship behavior (OCB, Y) among employees of the analyzed state enterprise. The results showed a t-value of 2.477, a p-value of 0.016 (which is less than 0.05), and a critical t-value of 1.666. Given that the computed t-value (2.477) surpasses the critical t-value (1.666) and the p-value indicates statistical significance ( $p < 0.05$ ), the null hypothesis ( $H_0$ ) is rejected in favor of the alternative hypothesis ( $H_a$ ). These results confirm that perceived organizational support has a significant and positive effect on OCB within this organizational context.

#### Fourth Hypothesis Testing

The fourth test is by testing the influence of the three dependent variables (X) on OCB (Y). The table below is the result of the fourth hypothesis test.

**Table 5. Fourth Hypothesis Test Results**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1507.745	3	502.582	24.915	.000 <sup>b</sup>
	Residual	1432.202	71	20.172		
	Total	2939.947	74			
a. Dependent Variable: OCB						
b. Predictors: (Constant), Perceived Organizational Support, Work ethic, Work competence						

An F-test was conducted to evaluate the joint impact of work ethic ( $X_1$ ), job competence ( $X_2$ ), and perceived organizational support ( $X_3$ ) on organizational citizenship behavior (OCB, Y) among employees of the state enterprise under study. The analysis generated an F-value of 24.915, a p-value of 0.000 (which is below 0.05), and a critical F-value of 3.122. Since the computed F-value (24.915) surpasses the critical F-value (3.122) and the p-value confirms statistical significance ( $p < 0.05$ ), the null hypothesis ( $H_0$ ) is rejected in favor of the alternative hypothesis ( $H_a$ ). These findings indicate that work ethic, job competence, and perceived organizational support collectively have a significant and positive effect on OCB within this organizational environment.

The summary of hypothesis testing reinforces that work ethic ( $X_1$ ), job competence ( $X_2$ ), and perceived organizational support ( $X_3$ ) each have both individual and collective significant effects on OCB. These findings underscore the importance of cultivating a strong work ethic, improving job competence, and enhancing perceived organizational support to foster higher OCB. By

emphasizing these key factors, the organization can promote a more engaged and proactive workforce, ultimately driving overall organizational performance and success.

### Coefficient of Determination ( $R^2$ )

The model explains 49.2% of the variance in OCB (Adjusted  $R^2 = 0.492$ ). The remaining 50.8% is influenced by factors outside the study.

**Table 6 Model Summary**

Model	R	$R^2$	Adjusted $R^2$	Std. Error
1	.716	.513	.492	4.491

## DISCUSSION

The statistical analysis conducted in SPSS 25 for Windows revealed a significant relationship between the variables. At a 5% significance level ( $\alpha = 0.05$ ), the empirical t-statistic (2.050) surpassed the threshold t-value (1.666) derived from t-distribution tables for 73 degrees of freedom ( $df = N - k = 75 - 2$ ). The associated p-value (0.044) fell below the alpha threshold, providing sufficient evidence to reject the null hypothesis ( $H_0$ ) and accept the alternative hypothesis ( $H_a$ ). These outcomes indicate a statistically meaningful and favorable influence of work ethic on organizational citizenship behavior (OCB) within the examined public-sector workforce.

This finding is consistent with previous research by [17], which established that work ethic contributes positively to OCB. Similar conclusions were drawn by [18], who found that work ethic significantly affects OCB on a partial basis. Additionally, a study by [19] verified that work ethic enhances both OCB and employee performance in a private university setting in Surabaya.

Further analysis using SPSS 25 showed that the computed t-value exceeded the critical t-value at a 0.05 significance level. With  $df = 73$ ,  $t_{table} = 1.666$ , and  $t_{count} = 3.022 > 1.666$ , with a significance level of  $0.003 < 0.05$ . These findings led to the rejection of  $H_0$  and the acceptance of  $H_a$ , confirming that job competence has a significant and positive effect on OCB among employees of the examined state enterprise.

This conclusion is consistent with findings from [20], who examined Knowledge Sharing and Job Competency's effect on Employee Performance through OCB, highlighting a positive impact. Similar results were also found in research by [4], which emphasized the positive role of Job Competency in OCB. Additionally, Bellania, Bernhard, and Lucky O.H. found that Organizational Culture, Organizational Commitment, and Job Competency significantly influence OCB and Employee Performance.

The analysis conducted using SPSS 25 indicated that the computed t-value surpassed the critical t-value at a 0.05 significance level. With a degree of freedom ( $df$ ) of 73, the critical t-value ( $t_{table}$ ) was 1.666, whereas the computed t-value ( $t_{count}$ ) was 2.477, which is greater than 1.666, with a significance level of 0.016, falling below 0.05. Given these results, the null hypothesis ( $H_0$ ) was rejected in favor of the alternative hypothesis ( $H_a$ ). This finding confirms that perceived organizational support has a significant and positive influence on OCB among employees within the analyzed state enterprise.

These results align with the study by [21], which identified a strong positive relationship between perceived organizational support and OCB. Additionally, research by [22] supports the claim that perceived organizational support plays a crucial role in shaping OCB. Furthermore, findings by [23] highlight that both perceived organizational support and organizational justice significantly influence employee performance through their impact on OCB.

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## IV. CONCLUSION

Based on the research findings and data analysis regarding work ethic ( $X_1$ ), job competency ( $X_2$ ), and perceived organizational support ( $X_3$ ) in relation to organizational citizenship behavior (Y) among employees of the studied state enterprise, several conclusions have been drawn. The study confirms that work ethic has a significant and positive effect on OCB, suggesting that a higher level of work ethic within the organization fosters greater engagement in OCB. Likewise, job competency is found to have a meaningful positive influence on OCB, indicating that employees with higher competencies are more inclined to demonstrate

OCB. Additionally, perceived organizational support significantly contributes to OCB, highlighting that employees who feel well-supported by their organization tend to exhibit stronger OCB.

Moreover, the study establishes that work ethic, job competency, and perceived organizational support collectively have a simultaneous and significant influence on OCB. An organization that fosters a positive Work Ethic, ensures strong employee competencies, and provides adequate organizational support will likely experience higher levels of OCB among its employees. This, in turn, creates a mutually beneficial relationship between employees and the organization, promoting a more engaged, committed, and high-performing workforce.

### Recommendations

Based on the findings and conclusions, several recommendations are proposed to enhance organizational citizenship behavior within the organization. First, organizations should take proactive steps to strengthen employee work ethic by fostering a culture of independence. This aligns with survey responses that indicate employees strive to be independent. Encouraging independence and a strong work ethic can lead to a more self-motivated workforce, ultimately increasing OCB levels across the organization.

Second, companies should invest in employee competency development programs, as high job competency has been shown to contribute positively to OCB. This recommendation is supported by survey responses indicating that employees who perform at a high level in their respective job fields are more likely to demonstrate OCB. By implementing training and development initiatives, companies can enhance employee skills and knowledge, thereby fostering a more engaged and proactive workforce.

Additionally, organizations should reinforce perceived organizational support by actively addressing employees' needs and values. Survey responses highlight the importance of employees feeling that their company is willing to support them and considers their goals and values. Strengthening the perception of organizational support can lead to higher levels of OCB, as employees who feel valued and supported are more likely to go beyond their formal job responsibilities to benefit the organization.

Finally, organizations should adopt a holistic approach to OCB development by integrating work ethic, job competency, and perceived organizational support into corporate policies and practices. Ensuring employee discipline, adherence to workplace norms, and a supportive organizational culture can significantly enhance OCB levels. By fostering an environment where employees feel motivated, competent, and supported, companies can achieve long-term improvements in both individual and organizational performance.

### Limitations and Future Research Directions

Despite its contributions, this study has some limitations that should be acknowledged. First, the research only considered three independent variables—work ethic, job competency, and perceived organizational support—while other potential factors influencing OCB were not explored. Future studies should incorporate additional variables that may impact OCB, such as leadership style, organizational culture, or employee engagement.

Second, the study faced constraints in terms of time and research scope, which may have limited the depth of analysis. Future research should aim for a broader scope, possibly covering multiple industries or organizations to improve the generalizability of findings. Expanding the research sample across different sectors can provide a more comprehensive understanding of the factors influencing OCB.

Lastly, some employees demonstrated limited understanding of OCB as a concept, leading to varied interpretations in survey responses. Future studies could address this issue by incorporating extended observation periods, in-depth interviews, or qualitative research methods to enhance the accuracy and depth of findings. By employing a more detailed research approach, future studies can gain a more nuanced understanding of OCB and its determinants, ultimately providing more actionable insights for organizations.

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