

INFLUENCE OF PERSONALITY AND COMPETENCE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) WITH MODERATE WORK ENVIRONMENT (STUDY ON PUBLIC HEALTH CENTER)

Suprapti¹, Alimuddin Rizal²

^{1,2}Universitas STIKUBANK Semarang, Indonesia

Email : bundasuprapti68@gmail.com & ariri@edu.unisbank.ac.id

Abstract

The purpose of this study is to analyze the influence of personality on Organizational Citizenship Behavior (OCB), analyze the influence of competence on Organizational Citizenship Behavior (OCB), analyze the influence of personality on Organizational Citizenship Behavior (OCB) and analyze the influence of competence on Organizational Citizenship Behavior (OCB) in health workers at the Puskesmas. Winong 1 and II are moderated by the work environment. This research method is a quantitative method. The type of data in this research is trimer data. Primary data is data obtained from the answers to questionnaires from each respondent. Data obtained from ordinal scale data from the recapitulation of the questionnaire onliner variables of personality, competence and work environment as well as OCB in Puskesmas Winong I and II in Pati Regency. The population in this research is 115 employees at Winong I and II Puskesmas, Pati Regency. data from the entire population of 115 employees. Based on the results of research and data analysis, it can be concluded that Personality has a positive influence on Organizational Citizenship Behavior (OCB), Competence has a positive influence on Organizational Itizenship Behavior (OCB), Work environment moderates the influence of personality on Organizational Citizenship Behavior (OCB), Work environment moderates the influence of competence on the Organizational Citizenship Behavior (OCB) of employees.

Keywords: Personality, Organizational Citizenship Behavior (OCB), competence, work environment

Introduction

UPTD Puskesmas Winong I and II are Regional Technical Implementation Units (UPTD) from the Pati District Health Office, carrying out a health development mission by providing services in the form of Community Health Efforts (UKM) and Individual Health Efforts (UKP) (Puskesmas Winong, 2020). Program achievements There are mandatory and development efforts at the Kayen Health Center that have not reached the Minimum Service Standard (SPM) target set by the Pati District Health Office, namely there are still 8 program coverages in 2019 that have not met the minimum service standard target at the Puskesmas. The achievements of the puskesmas program have not met the SPM target due to the less than optimal performance of the employees at the Winong I and II Health Centers. Program achievements at the Winong Health Center must

continue to be improved, in order to achieve the highest level of public health. Puskesmas must improve and improve government management processes so that services are better.

According Abduloh et al. (2020);Anas et al. (2020);Astuti et al. (2021) OCB employees at the Winong District Health Center employees place the ego of their respective programs, they prioritize the achievements of each program, putting aside the achievements of other programs. Individual contributions that exceed the demands of the role in the puskesmas are needed to improve services to the community. According Astuti et al. (2021) employees can help each other in achieving organizational goals, with social behavior outside of their main duties. Good employees tend to display Organizational Citizenship Behavior (OCB) in their workplace, so that the organization will be better. The achievement of the institution as a whole demands better employee behavior or Organizational Citizenship Behavior (OCB), the behavior that organizations demand on employees is not only in-role behavior but also extra-role behavior (Organizational Citizenship Behavior).

Organizational Citizenship Behavior (OCB) is a worker's contribution "over and above" the formal job description (Smith et al, 1983). Organizational Citizenship Behavior (OCB) involves several individual behaviors in helping organizations, including helping others, volunteering for extra tasks, obeying workplace rules and procedures. OCB behavior describes the added value of employees and is a form of prosocial behavior, namely positive, constructive and meaningful social behavior to help. According Cahyono et al. (2020);Desky et al. (2020) defines Organizational Citizenship Behavior (OCB) as behavior of individual choice and initiative, not related to the organization's formal reward system but the results can increase organizational effectiveness. Organizational Citizenship Behavior (OCB) helps the formal organizational atmosphere to be a little relaxed but cooperative. A relaxed and cooperative atmosphere is expected to support employee productivity, so that organizational effectiveness and efficiency will be created.

According Fikri et al. (2021) defines Organizational Citizenship Behavior (OCB) as functional behavior of individuals with groups or organizations, roles outside the organization, is a pro-social activity that directs individuals, groups and or organizations in achieving goals. Organizational Citizenship Behavior (OCB) according to Organ (1988) as individual free behavior (discretion), which does not directly or explicitly become a formal order, pro-social behavior and overall encourages the effectiveness of organizational functions. OCB can affect organizational performance, citizenship behavior, improve group performance. Organizational Citizenship Behavior (OCB) is very important in organizations. Factors that can form Organizational Citizenship Behavior (OCB) are internal and external factors. Internal factors that come from employees include competence, job satisfaction, organizational commitment, personality, employee morale. External factors that come from outside the employee include leadership style, trust in the leader, quality of work life and organizational culture (Titisari, 2014).

Personality is one of the internal factors that comes from the employees forming Organizational Citizenship Behavior (OCB). According Nasiatin et al. (2021) argues that individual personality differences are predictors that play an important role in an employee so that the employee will show Organizational Citizenship Behavior (OCB). Studies on the influence of personality on Organizational Citizenship Behavior (OCB) have been conducted by Koswara et al. (2021);Nadeak et al. (2021);Nasiatin et al. (2021) with the results of research that personality has a positive effect on Organizational

Citizenship Behavior (OCB). comes from the employees who form Organizational Citizenship Behavior (OCB). Competence based on the opinion of McClelland in Usmara (2002) the results of his research show that non-academic competencies such as the ability to generate innovative ideas, management skills, and the speed of learning the network successfully predict individual achievement in their work. According Novitasari et al. (2020);Purwanto et al. (2022);Purwanto et al. (2021) competence always contains the intent and purpose is a motivational drive or trait that causes an action to obtain a result (Sutrisno, 2016).

Studies on the influence of personality on Organizational Citizenship Behavior (OCB) have been conducted by Purwanto et al. (2021) with the results that competence has a positive and significant effect on Organizational Citizenship Behavior (OCB). Based on the problem that there are still program targets that have not been achieved in Winong I and II Health Centers, it is necessary to analyze Organizational Citizenship Behavior (OCB) and the influencing factors, namely personality, competence so that a study was conducted with the title The Influence of Personality and Competence on Organizational Citizenship Behavior (OCB) with Moderation in the Work Environment (Study on Health Workers at the Puskesmas Winong 1 and II).

The aims of this research are:

1. Knowing and analyzing the influence of personality on Organizational Citizenship Behavior (OCB) on health workers at the Winong 1 and II Health Centers.
2. Knowing and analyzing the effect of competence on Organizational Citizenship Behavior (OCB) on health workers at the Winong 1 and II Health Centers.
3. Knowing and analyzing the influence of personality on Organizational Citizenship Behavior (OCB) on health workers at the Winong 1 and II Health Centers moderated by the work environment.
4. Knowing and analyzing the effect of competence on Organizational Citizenship Behavior (OCB) on health workers at the Winong 1 and II Health Centers moderated by the work environment.

Hypothesis Development

Influence of Personality on Organizational Citizenship Behavior (OCB)

Previous research on the influence of personality on Organizational Citizenship Behavior (OCB) has been conducted by Praditya et al. (2020);Sa'adah et al. (2022);Santoso et al. (2020). The results of the research show that personality has a positive effect on Organizational Citizenship Behavior (OCB). Based on the theory and previous research, hypothesis 1 can be formulated as follows:

H1: personality has a positive effect on Organizational Citizenship Behavior (OCB).

The influence of competence on OCB

Previous research on the effect of organizational commitment on performance has been carried out by Singgih et al. (2020);Sumarsi et al. (2021);Vizano et al. (2020) . The results of this study show that competence has a positive effect on Organizational Citizenship Behavior (OCB). Based on theory and previous research, hypothesis 2 can be formulated as follows:

H1: competence has a positive effect on Organizational Citizenship Behavior (OCB).

Method

This research method is a quantitative method. The type of data in this research is trimer data. Primary data is data obtained from the answers to questionnaires from each respondent. The data obtained from the ordinal scale data from the recapitulation of the online questionnaire on personality, competence and work environment variables and OCB at the Winong I and II Health Centers in Pati Regency. The sample in this research is to take data from the entire population, namely 115 employees.

Graphical Model of Relationship Between Variables

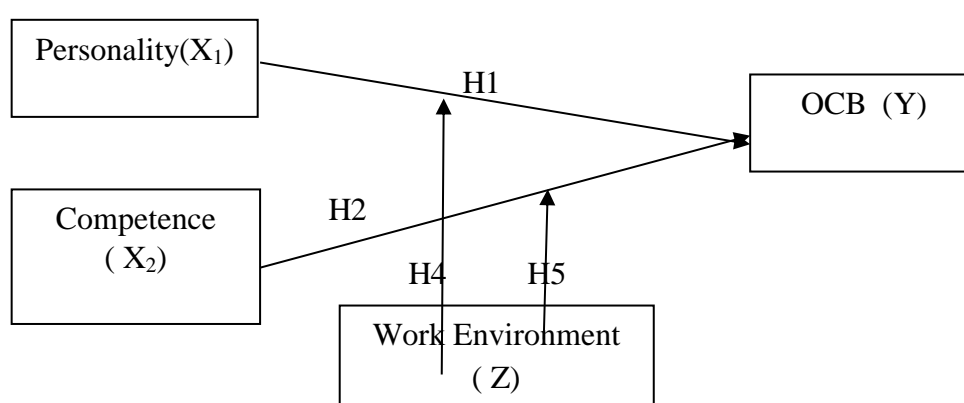


Figure 1. Research Model

Result and Discussion

Respondent Description

The respondents in this study were at most 31-40 years old as many as 53 people (46.1%) and at least > 50 years old, only 5 people (3.5%). Most of them are female as many as 91 people (79.1%) and male sex 24 people (20.9%). Most of the respondents had D3 education as many as 93 people (80.9%) and 22 people with undergraduate education (19.1%). Respondents who work at the Winong II Health Center are 60 people (52.2%) and the Winong I Health Center are 55 people (47.8%). The most respondents have a working period of 11-15 years as many as 47 people (43.5%) and the least have a service period of less than 5 years as many as 20 people (18.5%).

F Uji test

The results of personality and competency regression tests on Organizational Citizenship Behavior (OCB) are as follows:

Table 1. Results of Personality and Competency F (Anav) Test on Organization Citizenship Behavior (OCB)

Model	Sum Of Square	Df	Mean Square	F	Sig
1. Regreassion	25.935	2	12.968	128.526	.000
Residual	11.300	112	.101		
Total	37.236	114			

Based on Table 1, it is known that the value of sig. on the F (Anova) test of 0.000 indicating a significance level less than 0.05, it can be concluded that the regression model used meets the requirements of Goodness of fit, personality and competence variables have a simultaneous effect on Organizational Citizenship Behavior (OCB).

Determination Test

The Adjusted R Square value of the determination test of the influence of personality and competence on Organizational Citizenship Behavior (OCB) is 0.691, meaning that 69.1% of changes in the Organizational Citizenship Behavior (OCB) variable can be explained by the personality and competence variables in the model, while the rest is equal to 30.9% is explained outside the model above, for example leadership, organizational culture, compensation and so on. The results of the regression test of the influence of competence and competence on Organizational Citizenship Behavior (OCB) are as follows:

Table 2: Determination Test Results (Adjusted R Square) personality and competence on Organizational Citizenship Behavior (OCB)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,728 ^a	,529	,520	,34082

Based on table 2, the Adjust R Square value of the personality and competency determination test for Organizational Citizenship Behavior (OCB), namely Organizational Citizenship Behavior (OCB) is 0.691, meaning that 69.1% of changes in the Organizational Citizenship Behavior (OCB) variable can be explained by personality. and competence in the model, while the remaining 30.9% is explained by other variables or factors outside the model.

Hypothesis Test (t Test)

The results of the regression analysis of the influence of personality and competence on Organizational Citizenship Behavior (OCB) with Moderation of the Work environment are as follows:

Table 3 Results of t-test The influence of personality and competence on Organizational Citizenship Behavior (OCB) with Moderation of the Work environment

Model	Adjusted R Square	Uji F		Uji t		Ket
		F	Sig	Beta	sig	
1. Kepribadian terhadap <i>Organizational Citizenship Behavior</i> (OCB)	0,691	126,526	0,000	0,216	0,042	Hipotesis diterima
2. Kompetensi terhadap <i>Organizational Citizenship Behavior</i> (OCB)				0,640	0,000	Hipotesis diterima

After doing the regression analysis based on table 3, then the hypothesis test is carried out as follows:

H1: Personality has a positive effect on Organizational Citizenship Behavior (OCB)

The regression results show that the personality beta value on Organizational Citizenship Behavior (OCB) is 0.216 and the significance level is 0.042 less than 0.05, so it can be concluded that the competency hypothesis has a positive effect on Organizational Citizenship Behavior (OCB) in Winong I and Winong II Health Center employees, which means that Personality has a positive and significant effect on Organizational Citizenship Behavior (OCB). The Personality variable has a positive and significant effect on the Organizational Citizenship Behavior (OCB) variable, meaning that an increase in the Personality variable will encourage a significant increase in the Organizational Citizenship Behavior (OCB) variable and a decrease in the Personality variable increase will encourage a significant decrease in the variable. To increase organizational commitment at the Winong I and Winong II Health Centers, it is necessary to improve the personality of all employees. With the increase in Personality will increase Organizational Citizenship Behavior (OCB) in Winong I and Winong II.

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

The regression results show that the competency beta value on Organizational Citizenship Behavior (OCB) is 0.640 and the significance level is 0.000 less than 0.05, so it can be concluded that the competency hypothesis has a positive effect on Organizational Citizenship Behavior (OCB) in Winong I and Winong II Health Center employees. meaning that Competence has a positive and significant effect on Organizational Citizenship Behavior (OCB). The competency quality variable has a positive and significant effect on the Organizational Citizenship Behavior (OCB) variable, meaning that an increase in the Competency variable will significantly strengthen the Organizational Citizenship Behavior (OCB) variable and a decrease in the increase in the Competency Quality variable will encourage a significant decrease in the Organizational Citizenship Behavior (OCB) variable. To increase organizational commitment at the Winong I and Winong II Health Centers, it is necessary to improve the Quality of Competence in the Puskesmas environment, by increasing the quality of Competence it

will strengthen Organizational Citizenship Behavior (OCB) in Winong I and Winong II Health Centers.

Moderation Test

Moderation Test is conducted to test whether the work environment variable is able to increase the influence of personality and competence on Organizational Citizenship Behavior (OCB), as follows:

The significance value of the work environment moderates the influence of personality on Organizational Citizenship Behavior (OCB), of 0.000, this means that the work environment is able to strengthen the influence of personality on Organizational Citizenship Behavior (OCB). The significance value of the work environment moderates the influence of competence on Organizational Citizenship Behavior (OCB), of 0.002, this means that the work environment is able to strengthen the influence of competence on Organizational Citizenship Behavior (OCB).

Discussion

The influence of personality on Organizational Citizenship Behavior (OCB)

The results of the analysis, concluded that personality has a positive effect on Organizational Citizenship Behavior (OCB) of employees at the Winong Health Center. Employees at Winong I and II Health Centers who in their institutions are able to follow the character of their co-workers and social environment, are friendly, have a personality that always succumbs, avoid conflicts that arise, are orderly, organized and always try to develop the organization, it will bring up Organizational Citizenship Behavior (OCB). optimal. Organizational citizenship behavior is the behavior of individuals who have the freedom to choose, which is indirectly or not explicitly linked to the reward system, and contributes to the effectiveness and efficiency of organizational functions According to According Singgih et al.. (2020);Sumarsi et al. (2021);Vizano et al. (2020) organizational citizenship behavior is the behavior of individuals or individuals who are voluntary and not part of the formal requirements of the job, but can improve the effective functioning of the organization. Jahangir, Akbar and Haq (2004) define Organizational Citizenship Behavior (OCB) as an employee's organizational citizenship behavior to work outside the employee's scope of work which will indirectly improve organizational performance. The results of this research agree with previous research conducted by Novitasari et al. (2020);Purwanto et al. (2022);Purwanto et al. (2021)

The influence of competence on Organizational Citizenship Behavior (OCB).

The results of the analysis show that competence has an effect on Organizational Citizenship Behavior (OCB) of Winong I and 2 Puskesmas employees. Employees have high competence, namely being able to do good planning, having initiative, meticulous in work, always confident, able to work in group/team management, able to communicate orally well, master the assigned work material, use technology at work, be able to apply good analysis and be able to do correspondence well, it will create an optimal Organizational Citizenship Behavior (OCB).

McClelland in Usmara (2002) research results show that non-academic competencies such as the ability to generate innovative ideas, management skills, and the speed of learning the network successfully predict individual achievement in their work. Novitasari et al. (2020) competence always contains the intent and purpose is a motivational drive or trait that causes an action to obtain a result (Sutrisno, 2016). Rivai and Sagala (2011)

competence is a key success factor in work. Dessler (2010), defines that competence as a characteristic of a person's ability is proven to be able to bring up an achievement. Purwanto et al. (2021) that competence as an attribute of human resources has a significant effect on individual performance. Competence will determine how people behave at work, meaning that someone who works with competence or in other words has skills that are in accordance with their field, can improve good performance and excel in the organization. Spencer developed and updated the latest research involving more than 100 researchers located in 24 countries stating that human resource professionals about strategic competencies to support organizational success. The results of this study agree with previous research on the effect of organizational commitment on performance by Koswara et al. (2021);Nadeak et al. (2021);Nasiatin et al. (2021)

The work environment moderates the influence of personality on Organizational Citizenship Behavior (OCB).

The results showed that the work environment moderated the influence of personality on the Organizational Citizenship Behavior (OCB) of employees at the Winong I and Winong II Health Centers. Institutions in which not all health workers are able to do work according to the predetermined time target, there are still many employees who concurrently carry out other duties outside of their main duties and functions, openness to work experience, caution and behavior and share knowledge, so that they can carry out their duties. additional tasks, they are outside the main task and function properly. The results of this study agree with Asari et al (2018) that there is a positive effect of personality on Organizational Citizenship Behavior (OCB).

The work environment moderates the influence of competence on Organizational Citizenship Behavior (OCB).

The results of the analysis, it is concluded that competence has an effect. Employees who have good competence, namely having knowledge gained from learning and or from trainings, courses related to their respective fields of work, will increase organizational commitment in order to achieve the vision and mission of Winong Health Center. Employees who have good competence, namely having expertise in the field of work they handle and being able to handle it in detail and solve problems and solve things quickly and efficiently will increase the organizational commitment of employees at the Winong Health Center. Employees who have good competence, namely having a positive attitude or personality (friendly, polite and honest) in acting, will increase organizational commitment so that the vision and mission of the Winong Health Center can be achieved. According Abduloh et al. (2020);Anas et al. (2020) competence consists of knowledge, skills and attitudes (personality) that are interrelated in completing work correctly. Likewise Abduloh et al. (2020);Anas et al. (2020);Astuti et al. (2021) stated competence is the knowledge, skills and qualities of an effective manager or leader. According to Astuti et al. (2021) competence is what people bring to a job in the form of different types and levels of behavior. Competence really determines aspects of job performance.

Theoretical Implications

1. Theoretical Implications There are various findings in this study that provide empirical support for the theories presented in chapter II, including the following:
2. The results of this study prove that personality influences the formation of Organizational Citizenship Behavior (OCB). According Nasiatin et al. (2021) argues

that individual differences are predictors that play an important role in an employee so that employees will show their Organizational Citizenship Behavior (OCB), it is believed that some people who show who they are or how they show their personality will be more likely to have them. displays Organizational Citizenship Behavior (OCB).

3. The results of this study prove that competence will determine how people behave at work, meaning that someone who works with competence or in other words has expertise in accordance with his field, will affect good and superior performance in the organization According Koswara et al. (2021);Nadeak et al. (2021);Nasiatin et al. (2021)
4. The results of this study prove that a safe and comfortable work environment will create a conducive working atmosphere so as to create a healthy and productive workforce. An unfavorable work environment that is noisy, hot, dusty, polluted with chemical gases will affect health which results in decreased work quality. An uncomfortable work environment will also affect the psychological condition of the workforce. A comfortable work environment has a positive correlation with increasing employee productivity or performance (Budiono, et al., 2009).

Managerial implications

This research is expected to provide various benefits for the parties concerned, including:

1. The leadership of the Winong Health Center is expected to cultivate a positive personality because it is proven to be able to support the Organizational Citizenship Behavior (OCB) of employees at the Winong Health Center.
3. The leadership of the Winong Health Center reviews employee competencies and is always innovative in improving competence because it is proven to be able to support the Organizational Citizenship Behavior (OCB) of employees at the Winong Health Center.
4. Leaders are expected to create a good working environment at the Winong Health Center, so that it can really increase employee morale at work.

Conclusion

Based on the results of research and data analysis, Personality has a positive influence on the Organizational Citizenship Behavior (OCB) of employees at the Winong Health Center. Competence has a positive influence on the Organizational Itizenship Behavior (OCB) of employees at the Winong Health Center. The work environment moderates the influence of personality on the Organizational Citizenship Behavior (OCB) of employees at the Winong Health Center. The work environment moderates the influence of competence on the Organizational Citizenship Behavior (OCB) of employees at the Winong Health Center.

Some of the future research agendas that can be given from this research include: Future research should direct research to a wider research object, to obtain more general results on the factors that influence Organizational Citizenship Behavior (OCB) and can improve performance. The research was only conducted at the Winong I and Winong II Health Centers, so that it was not representative of the total population of employees in Pati Regency. For further research, it can be done in other health centers with a larger and varied number of samples, of course. The distribution of the questionnaires can also be

expanded not only at the Winong I and Winong II Health Centers, but also at the Puskesmas in Pati Regency. The lack of variety of respondent profiles is also a weakness of this study by only listing the level of education at the Puskesmas, age and gender, level of knowledge, education level in general, age that is more tiered and of course gender differences between men and women for the data collection of respondent profiles that the researcher wants. It is hoped that further research can conduct research by adding other factors that can affect Organizational Citizenship Behavior (OCB), so that a more complete picture of Organizational Citizenship Behavior (OCB) can be obtained.

Research Limitations

This research was only conducted at a limited research location, namely employees at the Winong Health Center, so the results of this study cannot be generalized and must be presented carefully, so for those who wish to use the findings of this study, they need to be careful in generalizing. or analogy to research results, because it is not necessarily the same research results if conducted on different research objects. Filling out the questionnaire is voluntary, there are no binding rules so that respondents can give inaccurate answers in answering the questionnaire, so researchers must triangulate the head of the Winong Health Center 1 and 2.

References

- Abduloh, O. A., Juhadi, A. S., Mohammad Syaifuddin, B. E., Wahid Wachyu Adi Winarto, N. A., Mubtadi, W., Hendri Hermawan Adinugraha, A. P., ... & Muhammad Masruri, N. A. (2020). Effect of Organizational Commitment toward Economical, Environment, Social Performance and Sustainability Performance of Indonesian Private Universities. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 17(7), 6951-6973.
- Amri, W. A. A., Asbari, M., Gazali, G., Novitasari, D., & PURWANTO, A. (2021). The Effect of Religiosity and Service Quality on Job Satisfaction: A Case Study of MSME Employees. *International Journal of Social and Management Studies*, 2(1), 53-63.
- Anas Ahmadi, E., Herwidyaningtyas, F. B., & Fatimah, S. (2020). The Influence of Organizational Culture, Work Motivation, and Job Satisfaction on Management Lecturer Performance (Empirical Study at Higher Education in the Residency of Bojonegoro). *Journal of Industrial Engineering & Management Research*, 1(3), 76-83. <https://doi.org/10.7777/jiemar.v1i3.68>
- Astuti, J. P., & Soliha, E. (2021). THE EFFECT OF QUALITY OF WORK LIFE AND ORGANIZATIONAL COMMITMENT ON PERFORMANCE WITH MODERATION OF ORGANIZATIONAL CULTURE: STUDY ON PUBLIC HEALTH CENTER PUSKESMAS IN GABUS DISTRICT. *International Journal of Social and Management Studies*, 2(6), 89-99. <https://doi.org/10.5555/ijosmas.v2i6.83>
- Cahyono, Y., Novitasari, D., Sihotang, M., Aman, M., Fahlevi, M., Nadeak, M., ... & Purwanto, A. (2020). The Effect of Transformational Leadership Dimensions on Job Satisfaction and Organizational Commitment: Case Studies in Private University Lecturers. *Solid State Technology*, 63(1s), 158-184.

- Chidir, G., Fayzhall, M., Sopa, A., Mustikasiwi, A., Asbari, M., & Purwanto, A. (2020). The role of organizational commitment, organizational culture and mediator organizational citizenship behavior (OCB) on employees' performance: Evidence from Indonesian automotive industry. *International Journal of Control and Automation*, 13(2), 615-633.
- Desky, H., Mukhtasar, M. I., Ariesa, Y., Dewi, I. B. M., Fahlevi, M., Nur, M., ... & Purwanto, A. (2020). Did trilogy leadership style, organizational citizenship behaviour (OCB) and organizational commitment (OCO) influence financial performance? Evidence from pharmacy industries. *Systematic Reviews in Pharmacy*, 11(10), 297-305.
- Fikri, M. A. A., Pramono, T., Nugroho, Y. A., Novitasari, D., & Asbari, M. (2021). Leadership Model in Pesantren: Managing Knowledge Sharing through Psychological Climate. *International Journal of Social and Management Studies*, 2(3), 149-160.
- Koswara, D., Hardhienata, S., & Retnowati, R. (2021). Increasing Teacher's Organizational Commitment Through Strengthening Teamwork, Situational Leadership and Self-Efficacy. *Journal of Industrial Engineering & Management Research*, 2(4), 228 - 238. <https://doi.org/10.7777/jiemar.v2i4.179>
- Nadeak, M., Widodo, A., Asbari, M., Novitasari, D., & Purwanto, A. (2021). Understanding the Links between Coaching, OCB, and Individual Performance among MSME Employees. *International Journal of Social and Management Studies*, 2(4), 65-80.
- Nasiatin, T., Sumartini, R., & Purwanto, A. (2021). Effect Of Knowlegde Sharing, Leader Member Change, Organizational Citizenship Behaviour To Hospitals Performance. *European Journal of Molecular & Clinical Medicine*, 7(7), 6576-6590.
- Nugroho, B. S., El Widdah, M., & Hakim, L. (2020). Effect of organizational citizenship behavior, work satisfaction and organizational commitment toward Indonesian School Performance. *Systematic Reviews in Pharmacy*, 11(9), 962-971.
- Novitasari, D., Asbari, M., Wijaya, M. R., & Yuwono, T. (2020). Effect of Organizational Justice on Organizational Commitment: Mediating Role of Intrinsic and Extrinsic Satisfaction. *International Journal of Science and Management Studies (IJSMS)*, 3(3), 96-112.
- Purwanto, A., Novitasari, D., & Asbari, M. (2022). Tourist Satisfaction and Performance of Tourism Industries: How The Role of Innovative Work Behaviour, Organizational Citizenship Behaviour?. *Journal of Industrial Engineering & Management Research*, 3(1), 1-12.
- Purwanto, A., Novitasari, D., & Asbari, M. (2022). Tourist Satisfaction and Performance of Tourism Industries : How The Role of Innovative Work Behaviour, Organizational Citizenship Behaviour?. *Journal of Industrial Engineering & Management Research*, 3(1), 1 - 12. <https://doi.org/10.7777/jiemar.v3i1.246>
- Purwanto, A., Purba, J. T., Bernarto, I., & Sijabat, R. (2021). The Role of Transformational Leadership, Organizational Citizenship Behaviour, Innovative Work Behaviour, Quality Work Life, Digital Transformation and Leader Member Exchange on Universities Performance. *Linguistica Antverpiensia*, 2908-2932.
- Praditya, R. A. (2020). Leadership, Work Motivation, Competency, Commitment and Culture: Which influences The Performance of Quality Management System in Automotive

Industry?. *Journal of Industrial Engineering & Management Research*, 1(1b), 53-62.
<https://doi.org/10.7777/jiemar.v1i1.27>

- Retnanto, A., Akhsan, A. F., Rozi, F., Daulay, M. I., Suja, A., Ramdhan, T. W., ... & Purwanto, A. (2020). Effect of Transformational Leadership Dimensions On Job Satisfaction and Organizational Commitment: A Case Study on Elementary Schools Teachers. *Psychology and Education Journal*, 57(9), 4942-4951.
- Sa'adah, N., & Rijanti, T. (2022). The Role of Knowledge Sharing , Leader-Member Exchange (LMX) on Organizational Citizenship Behavior and Employee Performance : An Empirical Study on Public Health Center of Pati 1, Pati 2 and Trangkil in Central Java. *International Journal of Social and Management Studies*, 3(1), 112–131.
<https://doi.org/10.5555/ijosmas.v3i1.87>
- Santoso, P. B., Asbari, M., Siswanto, E., & Fahmi, K. (2020). The role of job satisfaction and organizational citizenship behavior on performance: Evidence from Indonesian teachers. *International Journal of Social and Management Studies*, 1(1), 22-31.
- Singgih, E., Iskandar, J., Goestjahjanti, F. S., Fahlevi, M., Nadeak, M., Fahmi, K., ... & Purwanto, A. (2020). The Role of Job Satisfaction in the Relationship between Transformational Leadership, Knowledge Management, Work Environment and Performance. *Solid State Technology*, 63(2s).
- Sumarsi, S., & Rizal, A. (2021). THE EFFECT OF COMPETENCE AND QUALITY OF WORK LIFE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) WITH ORGANIZATIONAL COMMITMENT MEDIATION : Study on Jaken and Jakenan Health Center Employees. *International Journal of Social and Management Studies*, 2(6), 69–88. Retrieved from <https://ijosmas.org/index.php/ijosmas/article/view/82>
- Vizano, N. A., Utami, W., Johaness, S., Herawati, A., Aima, H., Sutawijaya, A. H., ... & Widayati, C. C. (2020). Effect of compensation and organization commitment on turnover intention with work satisfaction as intervening variable in Indonesian industries. *Systematic Reviews in Pharmacy*, 11(9), 287-298.