

The Effect of Affective Commitment and Psychological Contract Violation on Organizational Citizenship Behavior (OCB) With Locus of Control as Intervening Variable

Chintya Ones Charli¹ Bayu Pratama Azka², Robby Dharma^{3*}, Dori Mittra Candana⁴

^{1,2,3,4}Department of Economics and Business, Universitas Putra Indonesia “YPTK” Padang, Jl. Raya Lubuk Begalung, Lubuk Begalung Nan XX, Kec. Lubuk Begalung, Kota Padang, Sumatera Barat, Indonesia

*Corresponding Author, Email: robby_dharma@upiypk.ac.id

ABSTRACT

The purpose of this study was to determine the effect of affective commitment and psychological contract violation on Organizational Citizenship Behavior (OCB) with Locus of Control as intervening variable at Gunung Naga Mas Ltd. Data was collected through surveys and distributing questionnaires with a population of 73 respondents at Gunung Naga Mas Ltd. The results showed that affective commitment and psychological contract violation influenced Organizational Citizenship Behavior (OCB) with Locus of Control as intervening variable.

Keywords: Commitment, Contract, Citizen, and Control

1. INTRODUCTION

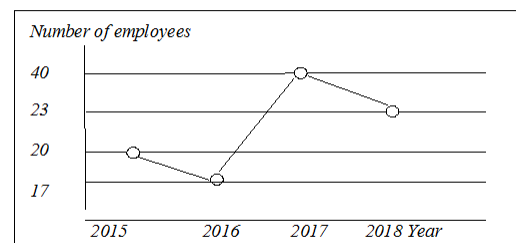
The success of an organization in achieving its goals is not only determined by the availability of natural resources, but also very much determined by the quality of human resources. The potential of human resources is essentially one of the basic capitals in an organization, whereas human resources are implementing activities in organizations that have an important role in achieving organizational goals. Therefore, the improvement of the quality of human resources becomes one of the main targets in national development.

Gunung Naga Mas Ltd. is a National Private-Owned Enterprise that began its long journey on July 11, 2012, and began operating effectively in May 2013. Gunung Naga Mas Ltd. has a vision as a company that exists in the business competition in Bottled Drinking Water (AMDK) and can dominate the local and regional markets in Sumatra area. The phenomenon encountered at Gunung Naga Mas Ltd. is the discovery of several employees who only do their work as needed, as instructed by superiors, while some of the new employees are generally less assisted by old employees. In addition, research on organizational behavior is very important because recently there have been many changes in organizations in Indonesia. The changes that occur in policies are downsizing (downsizing the organization by reducing the number of workers), changes in the duties and obligations of employees, organizational expectations that employees become more creative by looking for new ways to improve work efficiency, as well as serious attention to absenteeism and delays in placing the employment and high employee turnover. Therefore, employees are expected to be able to perform strong organizational citizenship behavior.

Employees who have high affective commitment have a low tendency to leave the organization, but if violation of

psychology in the company is bad, it will have an impact to the comfort and sense of belonging of the employee. The following shows the level of employee who resigned at Gunung Naga Mas Ltd. in 2018.

Data Total Resign employees of PT Gunung Naga Mas in 2015 until 2018



Source: Data PT Gunung Naga Mas

Figure 1 Graph Level Resign

Based on the table above, it can be seen that each year the employees of Gunung Naga Mas Ltd. continued to carry out the fluctuating risk. This was due to employee dissatisfaction with the organization, which was thought to be the poor affective commitment and the violation of psychological contract that the company did not notice. In addition, this research phenomenon was motivated by the lack of research on violation of psychological contracts which was carried out in academic environment. Violation of psychological contract is also still minimally discussed in the field of human resources in Indonesia. Gunung Naga Mas Ltd. as one of the private companies has an interest in knowing the violation of psychological contract among its employees. In order to survive and win the competition in business, more and more reliable and qualified human resources are needed. One of them can be achieved by increasing and maintaining the violations of psychological contract by employees. The

purpose of this study are: (1) to determine and analyze the partial effect of affective commitment on locus of control; (2) to find out and analyze the partial effect of psychological contract violation on locus of control; (3) To find out and analyze the partial effect of affective commitment on organizational citizenship behavior; (4) to find out and analyze the partial effect of psychological contract violation on organizational citizenship behavior; (5) To find out and analyze the mediating effect of locus of control on organizational citizenship behavior. Based on this background, this study took the title: "THE EFFECT OF AFFECTIVE COMMITMENT AND PSYCHOLOGICAL CONTRACT VIOLATION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) WITH LOCUS OF CONTROL AS INTERVENING VARIABLE".

2. LITERATURE REVIEW

2.1 Affective Commitment

Affective commitment is an emotional bond of an employee to the leadership of organization by showing a positive attitude towards the goals of the organization and the desire to maintain in the organization (Suhartini, 2018). According to (PurnamieTitisari, 2014), affective commitment refers to emotions that are cling to employees to identify and involve themselves with the organization. Employees with strong affective commitment tend to be continually loyal in the organization, because that's how their true desires stay in their heart.

2.2 Psychological Contract Violation

Psychological contract has been used extensively as a tool for framing and analyzing the work relationships. This concept is used to describe the implicit obligations that characterize the exchange of relationships that exist between employers and employees (Conway et al., 2014). Psychological contract can be explained as: once upon a time, employees and employers have a psychological contract: the employee gives loyalty and commitment, and in exchange, the employer provides a job for life, with training and promotion, and so on. Employees and employers have a psychological contract: employees must give loyalty and commitment, then, entrepreneurs provide the work for living, with training and promotion, and so on (Mark Cook, 2009: 308).

2.3 Locus of Control

Locus of control is a personality characteristic that describes a person's level of belief about the extent to which he / she can control the factors that influence the success or failure experienced (Basudewa, 2015).

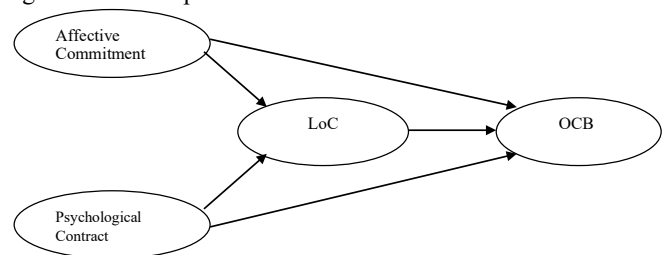
2.4 Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is an individual's contribution which exceeds the demand of roles at work and is rewarded based on the results of individual performance. OCB involves several behaviors that includes helping others, volunteering for extra assignments, as well as being adhered to the rules and procedures at work. Organizations need workers who are related to "Good Citizenship Behavior", such as making constructive statements about work groups and organizations, helping other people in the team, doing extra work voluntarily, avoiding the conflicts that are not needed, as well as showing the concern on organizational leadership and respect for the spirit (Wibowo, 2016).

2.5 Framework of Thinking

The framework of thinking is used to indicate the direction for a study, so that the research can proceed within the stated scope. From the formulation of the problem and the theoretical basis above, the following framework can be developed as follow:

Figure 2.1: Conceptual Framework



2.6. Hypotheses

- H1: There is significant effect of Affective Commitment on Locus of Control
- H2: There is significant effect of Psychological Contract Violation on Locus of Control
- H3: There is significant effect of Affective Commitment on Organizational Citizenship Behavior (OCB).
- H4: There is significant effect of Psychological Contract Violation on Organizational Citizenship Behavior (OCB).
- H5: There is significant effect of Locus of Control on Organizational Citizenship Behavior (OCB).
- H6: There is significant effect of Affective Commitment and Psychological Contract Violation on Locus of Control.
- H7: There is significant effect of Affective Commitment, Psychological Contract Violation, and Locus of Control on Organizational Citizenship Behavior (OCB).

3. RESEARCH METHODS

3.1 Population and Sample

1. Population
According to Sugiyono (2014: 80), population is a generalization of area consisting of subjects or objects that have the qualities and characteristics set by researchers to be studied, and then draw the conclusions. The population used in research were 72 employees of Gunung Naga Emas Ltd.
2. Samples
According to Sugiyono (2014: 81), sample is part of the number and characteristics possessed by the population. In this study, the sampling method used the non-probability sampling.

3.2 Data Collection Technique

According to (Sugiyono, 2014: 137), data collection method is a way to select, find, and store various data by using the collection instruments. Data collection methods used in this study were:

- a. Interview
Interview can be used as data collection technique if the researcher wants to conduct a preliminary study to find the problems that need to be investigated, and also if the researcher wants to know things from the respondents in more depth while the number of respondents is small.
- b. Questionnaire
Questionnaire is a data collection technique that is done by giving a set of questions or written statements to respondents to answer. This is an efficient data collection technique when researchers know with certainty the variables to be measured and what can be expected from respondents.
- c. Observation
Observation as a data collection technique has specific characteristics when being compared with other techniques, namely interviews and questionnaires. If interviews and questionnaires always communicate with people, then observation is not limited to people.

3.3 Correlation Analysis

Correlation analysis is used to determine the presence or absence of a relationship between two variables. A correlation can produce a positive or negative value. If a correlation has positive coefficient, then the correlation is unidirectional. And if a correlation has negative coefficient, then the correlation is not unidirectional. The correlation coefficient ranges from -1 to 1. The magnitude of correlation is determined by the relationship between the two variables.

3.4. Multiple Linear Regression Analysis

This study used a linear regression analysis model to prove the research hypothesis. This analysis used the input based on data obtained from the questionnaire. The statistical calculation in multiple linear regression in this study was done by the SPSS (Statistical Package for Social Science) program. According to Sugiyono (2014: 267), in general, multiple regression can be formulated as follows:

Multiple Linear Regression Analysis

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Whereas:

Y	=	Organizational Citizenship Behavior (OCB)
Z	=	Locus of Control
a	=	Standard Coefficient (constant)
X ₁	=	Affective Commitment
X ₂	=	Psychological Contract Violation
b ₁ , b ₂ , b ₃	=	Regression Coefficient
e	=	Interference Error (Standard Error)

3.5 Partial Testing (t-Test)

Hypothesis testing was conducted by using SPSS for Windows version 23.0 with t-test. From the t-Test result, it can be known about the significant effect of each independent variables on the dependent variable.

3.6. Simultaneous Testing (F-Test)

F-Test was carried out to determine the effect of independent variables, namely Affective Commitment (X₁), Psychological Contract Violation (X₂), and Locus of Control (Y) simultaneously on the dependent variable namely Organizational Citizenship Behavior (OCB) (Z). The F-Test was conducted to find out whether the independent variables together had significant effect on the dependent variable.

4. RESULTS AND DISCUSSIONS

From the results of data processing on Affective Commitment, Psychological Contracts Violation, Locus of Control, and Organizational Citizenship Behavior (OCB) variables, the validity and reliability test results were valid and reliable for each variable, with the number of respondents as many as 73 employees.

Multiple Regression Analysis

Regression analysis was used to reveal the effect of independent variables: Affective Commitment (X₁) and Psychological Contract Violation (X₂) simultaneously on the dependent variable Organizational Citizenship Behavior (OCB) (Z), with Locus of Control (Y) as an intervening variable assuming that the other independent variables are considered constant.

Table 1. Affective variable regression results Commitment and violation of psychological contracts against locus of control (Equation I)

Model		Coefficients		Beta	t	Sig.
		Unstandardized	Standardized			
1	(Constant)	15.394	4.867		3.163	.002
	Affective Commitment	.497	.096	.520	5.191	.000
	Violation of Psychological Contracts	.162	.089	.183	1.823	.073

Based on Table 4.1 above, it can be seen that the regression equation is:

$$Y = 15.394 + 0.497 X_1 + 0.162 X_2$$

Table 2. Affective variable regression results Commitment and violation of psychological contracts on organizational citizenship behavior with locus of control as intervening variable (equation II)

Model		Coefficients		Beta	t	Sig.
		Unstandardized	Standardized			
1	(Constant)	18.700	2.763		6.768	.000
	Affective Commitment	.143	.060	.216	2.391	.020
	Violation of Psychological Contracts	.063	.048	.103	1.309	.195
	Locus of Control	.424	.064	.613	6.632	.000

Based on Table 4.2 above, it can be seen that the regression equation is:

$$Z = 18.700 + 0.143 X_1 + 0.063 X_2 + 0.424 Y$$

Path Analysis

Model I: Path Coefficient

Based on the equation obtained from the multiple regression analysis in Model 1, the Path Diagram can be formulated as follow:

$$Y = 0.520 X_1 + 0.183 X_2 + e$$

$$\begin{aligned} * e &= \sqrt{1-R^2} \\ &= \sqrt{1 - 0.308} \\ &= 0.831 \end{aligned}$$

Model II: Road Coefficient

Based on the equation obtained from the multiple regression analysis in Model 2, the Path Diagram can be formulated as follow:

$$Z = 0.216 X_1 + 0.103 X_2 + 0.613 Y + e$$

Coefficient of Determination (R²)

Analysis of the coefficient of determination in multiple linear regression was used to determine the percentage contribution of the independent variables consisting of Affective Commitment, Psychological Contract Violation

simultaneously on Organizational Citizenship Behavior (OCB) with Locus of Control as an intervening variable.

Table 3. Results variable coefficient determination affective commitment (X1) and violation of psychological contract (X2) to locus of control (Z) (equation I)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.555a	.308	.288	6.541

Based on Table 4.3 above, the obtained Adjusted R-Square was 0.288 or 28.8%. This shows that the percentage of contribution of independent variables, such as Affective Commitment and Psychological Contract Violation to the dependent variable, which is Locus of Control, was 0.288 or 28.8%. Meanwhile, the rest was influenced by other variables out of this study, such as employee expectation, work-related decision, and others.

Table 4. Results variable coefficient determination affective commitment and violation of psychological contracts on organizational citizenship behavior with locus of control as a variable intervening (equation II)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.773a	.597	.580	3.470

Based on Table 4.4, the obtained Adjusted R-Square was 0.580 or 58.0%. This shows that the percentage contribution of the independent variable, such as Affective Commitment, Psychological Contract Violation, and Locus of Control to the dependent variable, which is Organizational Citizenship Behavior (OCB), was 0.580 or 58%. Meanwhile, the rest was influenced by other variables out of this study, such as employee expectation, work-related decision, and others.

Simultaneous Test (F-Test)

The F-Test was intended to test the hypothesis of this study in order to prove the simultaneous effect of the independent variables on the dependent variable. The F-Test result had a significance level of 0.05 (two-tailed test), which can be seen in Table 4.5 and Table 4.6 below.

Table 5. Hypothesis testing variable simultaneous (equation I)

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1311.444	2	655.722	15.328	.000b
	Residual	2951.834	69	42.780		
	Total	4263.278	71			

H₀ = There is no significant effect of Affective Commitment and Psychological Contract Violation on Locus of Control.

H₆ = There is significant effect of Affective Commitment and Psychological Contract Violation on Locus of Control.

Table 6. Hypothesis testing variable simultaneous (equation II)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1215.300	3	405.199	33.648	.000b
	Residual	818.686	68	12.040		
	Total	2033.986	71			

H₀ = There is no significant effect of Affective Commitment, Psychological Contract Violation, and Locus of Control on Organizational Citizenship Behavior (OCB).

H₇ = There is significant effect of Affective Commitment, Psychological Contract Violation, and Locus of Control on Organizational Citizenship Behavior (OCB).

Partial Hypothesis Test(t-Test)

t-Test is intended to test the significant influence of the independent variables on the dependent variable partially, whereas this test result was then compared to the significance value or alpha, which was 0.05. By testing the effect of Affective Commitment, Psychological Contract Violation, and Locus of Control on Organizational Citizenship Behavior (OCB), the results can be presented in the following tables:

Table 7. Testing partial upper affective commitment and psychological contracts against violation of locus of control (equation I)

Model		Coefficients				Sig.
		Coefficients Unstandardized		Standardized Coefficients		
		B	Std. Error	Beta	t	
1	(Constant)	15.394	4.867		3.163	.002
	Affective Commitment	.497	.096	.520	5.190	.000
	Violation of Psychological Contracts	.162	.089	.183	1.823	.073

Table 8. Testing partial upper affective commitment and psychological contracts against violation of organizational citizenship behavior with locus of control as an intervening variable (equation I)

Model		Coefficients				Sig.
		Coefficients Unstandardized		Standardized Coefficients		
		B	Std. Error	Beta	t	
1	(Constant)	18.700	2.736		6.768	.000
	Affective Commitment	.143	.060	.216	2.381	.020
	Violation of Psychological Contracts	.063	0.048	.103	1.309	.195
	Locus of Control	.424	0.064	.613	6.632	.000

Discussion of Research Results

Based on the results of the research that had been conducted, the authors can imply the following matters:

1. There was positive and significant effect of Affective Commitment on Locus of Control, whereas the significance level was lower than alpha ($0.00 < 0.05$). The greater the Affective Commitment is, the higher the level of Locus of Control will be. Affective commitment is a feeling of belonging in an organization that gives rise to a willingness to stay and foster social relations and value relationships with organizations that are members of the organization. This certainly makes employees more loyal to the organization and produces a sense of responsibility towards work, good self-control in the company (locus of control). The results of this study indicate a strong relationship between affective commitment and the locus of control whereas the Beta value had a positive and significant effect. This also contradicts the research conducted by Renna Annida (2018) with the results showing a positive influence of affective commitment on locus of control.
2. There was positive but insignificant effect of Psychological Contract Violation on Locus of Control, whereas the significance level was higher than alpha ($0.073 > 0.05$). The more Violations of Psychological Contract are, the higher the Locus of Control. A psychological contract is a set of expectations entrusted by the organization to the work results or the workings of employees. While psychological contract violations are unwritten violations committed by employees in their work, such as being rude, social inequality, injustice at work, or other things that interfere with the organization's activities or expectations that are not written in the contract. This certainly can affect self-control or employees' sense of responsibility at work (locus of control). This is certainly in line with the results of this study which proves that there is no positive and significant effect of violations of psychological contracts on locus of control.
3. There was positive and significant effect of Affective Commitment and Psychological Contract Violation together on Locus of Control, whereas the significance level was lower than alpha ($0.000 < 0.05$). If Affective Commitment and Psychological Contract Violation are increased simultaneously, the Locus of Control will be higher. From the test results between affective commitment and trial contract through the locus of control, it was found that the results of the study showed the significance of these two variables to the locus of control, of course this could be a link between the variable Affective Commitment and Psychological Contract Violation to the locus of control. Affective commitment is a feeling of belonging in an organization that gives rise to a willingness to stay and foster social relations and value relationships with organizations that are members of the organization. This certainly makes employees more loyal to the organization and produces a sense of responsibility towards the work, good self-control in the company (locus of control), while psychological contracts are expectations that are entrusted by the organization to

the work or work methods of employees. Psychological contract violations are unwritten violations committed by employees in their work, such as being impolished, social inequality, injustice at work, or other things that interfere with the activities or expectations of the organization that are not listed in the contract. This can help improve oneself or employees' sense of responsibility at work (locus of control) or other things that interfere with the activities or expectations of the organization that are not listed in the contract.

4. There was a positive and significant effect of Affective Commitment on Organizational Citizenship Behavior (OCB) with locus of control as an intervening variable, while the level of significance is lower than alpha ($0.020 < 0.05$). The greater the Affective Commitment, the greater the Organizational Citizenship Behavior (OCB). This shows that the presence of a feeling of belonging in the organization and the loyal attitude of employees can certainly increase OCB in these employees is a continuous relationship between affective commitment and OCB. This research is supported by research conducted by Kharismasyah (2020) with the results of the study showed that there was an influence of Affective Commitment on Organizational Citizenship Behavior (OCB) with locus of control as an intervening variable.
5. There was a positive but not significant effect of Psychological Contract Violations on Organizational Citizenship Behavior (OCB) with locus of control as an intervening variable, while the significance level is greater than alpha ($0.195 > 0.05$). The higher the score of efficiency in Psychological Contract Violations, the lower the Organizational Citizenship Behavior (OCB). Psychological contract violation is a violation that is not officially written by an organization. Violations of psychological contracts by employees will receive a reprimand or punishment by the leadership. Note that a few violations in question are actions or behaviors that are not good from employees or norms that deviate from the culture of an organization. This makes the lack of responsibility or control (locus of control) so that certainly becomes a polemic itself for employees who will be unemployed responsibility and loyalty to the organization and a sense of belonging to the company decreases.
6. There was a positive and significant influence of Locus of Control on Organizational Citizenship Behavior (OCB), while the level of significance is lower than alpha ($0.00 < 0.05$). The higher the Locus of Control coefficient value, the greater the effect given to the Organizational Citizenship Behavior (OCB).
7. There was a significant effect of Affective Commitment, Psychological Contract Violations, and Locus of Control on Organizational Citizenship Behavior (OCB) simultaneously, while the level of significance is lower than alpha ($0.00 < 0.05$). This certainly proves, the role of locus of control as an intervening variable between Affective Commitment and Psychological Contract Violations against Organizational Citizenship Behavior (OCB).

8. The contribution of Affective Commitment and Psychological Contract Violation to Locus of Control was 28.8%, while the remaining 71.2% of variation was influenced by other factors, such as Organizational Citizenship Behavior (OCB), employee's expectations, job promotions and rewards.
9. The contribution of Affective Commitment and Psychological Contract Violation, and Locus of Control to Organizational Citizenship Behavior (OCB) was 58.0%, while the remaining 42% of variation was influenced by other factors not discussed in this study.

5. CONCLUSION

From the results of this research on the effect of Affective Commitment, Psychological Contract Violations, and Locus of Control on Organizational Citizenship Behavior (OCB), it can be concluded that:

1. The better the Affective Commitment given, the higher the Organizational Citizenship Behavior.
2. The more the Violations of Psychological Contract, the higher the Organizational Citizenship Behavior.
3. If Affective Commitment and Psychological Contract Violation are increased simultaneously, it will increase the Organizational Citizenship Behavior.
4. There is a positive influence between the Affective Commitment variable on Organizational Citizenship Behavior with Locus of Control as an intervening variable.
5. There is a negative influence between the Violation of Psychological Contracts on Organizational Citizenship Behavior with Locus of Control as an intervening variable
6. There is an influence given by Locus of Control on Organizational Citizenship Behavior, so that it is declared as an intervening variable
7. There is a significant influence of Affective Commitment and Violation of Psychological Contracts on Organizational Citizenship Behavior with Locus of Control as an intervening variable

ACKNOWLEDGEMENTS

We would like to thank The Chairman of Yayasan Perguruan Tinggi Komputer (YPTK) and The Rector of Universitas Putra Indonesia "YPTK" for their significant support in terms of finance and other related aspects.

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