

Effect of Affective Commitment on Organizational Citizenship Behavior and Emotional Performance with Emotional Intelligence as a Moderation Variable on Nurse Handling of COVID-19 RSUP

Dr. M. Djamil Padang

Gusrita*, Syahrizal

Universitas Negeri Padang, Padang, Indonesia,

*Corresponding author. Email: gusritannurus@gmail.com

ABSTRACT

The purpose of this research is to find out the effect of affective commitment on OCB, the effect of affective commitment on emotional performance, the influence of emotional intelligence moderates affective commitment on OCB, the influence of emotional intelligence moderates affective commitment to emotional performance on nurse handling of COVID-19 RSUP Dr. M. Djamil Padang. This research is causal research. The population of this study nurse handling of COVID-19 RSUP Dr. M. Djamil Padang. Researchers used a total sampling technique, namely nurses handling of COVID-19 RSUP Dr. M. Djamil Padang, with a total of 147 respondents. Data collection using a questionnaire with a Likert scale. The analysis technique used is SEM and uses SmartPLS analysis. This research found that work affective commitment has positive and significant effect on OCB, affective commitment has negative and significant effect on emotional performance, emotional intelligence moderates the influence of affective commitment negatively and significantly affects OCB, and emotional intelligence moderates the effect of affective commitment has positive and significant effect on emotional performance in Nurse Handling of COVID-19 RSUP Dr. M. Djamil Padang.

Keywords: *Affective Commitment, Organizational Citizenship Behavior, Emotional Performance and Emotional Intelligence*

1. INTRODUCTION

Nursalam (2020) said that the main role of nurses in handling COVID-19 patients can be divided into three. First, the role in providing communication, information and education about health to the community. Second, the role in rapid assessment. Assessment in the COVID-

19 case which has been determined as a national health crisis and disaster, including in the world. It is important to understand nurses and health workers and the public about the importance of rapid assessment in determining priority criteria for COVID-19. Third, the role in direct service to sufferers. This is the main role performed by nurses. Psychosocial approaches

must be taken by nurses, namely efforts to minimize anxiety, anxiety and depression faced by patients and their families.

Handling COVID-19 is not an easy thing for nurses, considering this virus is a deadly virus and transmission is very fast if the nurse is unable to protect his body from viruses and worries. Nurses must continue to strengthen in order to provide the best in serving patients, cooperate with each other, refrain from each other and not just spreading hoaks and negative issues, sharing and giving and continue to build empathy and pray for one another.

WHO highlights how nurses around the world are currently at the forefront in handling COVID-19 patients. Courage accompanied by compassion in handling COVID-19. This makes organizational citizenship behavior (OCB) and the emotional performance of nurses should be encouraged and appreciated, given the consequences received in order to break the COVID-19 chain. Various studies have found that OCB and nurses' emotional performance can be presented through emotional intelligence and affective commitment.

Robbins and Judge (2015) define that emotional intelligence is one's ability to detect and manage emotional and information cues. Someone who knows one's own emotions and can understand the emotions of others, will be more effective at work. Emotional intelligence possessed by nurses is expected to be able to encourage nurses handling of COVID-19. Dr. M. Djamil Padang to be able to maintain its membership so that it can display OCB and emotional performance.

Research results from Carmeli and Colakoglu (2005), show that employees who have affective commitments will tend to remain in one organization because they fully trust the mission carried out by the organization. Thus the form of affective commitment is the strength of the desire of employees to work for the organization because it agrees with the goals and values of the organization. Diefendorff and Richard (2003), said so far some studies have agreed that employees who are lowly committed or not committed will influence the appearance of their emotions towards their

work so they display negative emotions that are detrimental to the organization.

Carmeli and Colakoglu (2005) in their research found that emotional intelligence can increase altruistic behavior, following the reason that high emotional intelligence allows employees to be able to change negative moods into positive ones so that they have an impact on engaging in beneficial behavior.

According to Joseph and Newman (2010), the presence of emotional performance is believed to be influenced by emotional intelligence. Employees with high emotional intelligence tend to feel more positive and will be motivated in displaying positive emotional displays as well. In fact people who have emotional intelligence, have the awareness to display a positive appearance to regulate emotions in all conditions.

1.1. Organizational Citizenship Behavior

Podsakoff et al (2009) defines OCB as discretionary behavior and goes beyond contractual roles in a way that enhances the overall performance of the organization. Prevailing in the organization, tolerance to situations that are less than ideal or pleasant in the workplace, giving constructive suggestions at work and not wasting time at work. OCB according to Organ (2010) can be measured through: dimensions of altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

1.2. Emotional Performance

Diefendorff and Richard (2003) define emotional performance as emotional management behavior based on strong perceptions of the rules of emotional expression. Grandey (2003) states emotional performance as an affective delivery or express positive emotions when interacting with other parties. Emotional performance is measured by the six statements that have been developed by Grandey (2003). The items of statement are: "look sincere when interacting with patients, patients seem to like to interact with nurses, nurses quickly get close to patients, nurses show respect when interacting with patients,

nurses highly respect patients, and patients seem flattered when interacting with nurses".

1.3. Affective Commitment

Cistulli (2011) described affective commitment as a high emotional bond that drives an employee to remain as a member of the organization. Affective commitment according to Allen and Meyer (1990) can be measured through the dimensions: emotional attachment, identification and individual involvement

1.4. Emotional Intelligence

According to Goleman (2002) emotional intelligence is the ability of a person to manage his emotional life with intelligence, maintain emotional harmony and disclosure through self-awareness skills, self-control, self-motivation, empathy and social skills. Emotional intelligence according to Goleman (2003) can be measured through dimensions: self awareness, self management, self motivation, empathy / social awareness and relationship management.

1.5. Effect of Affective Commitment on OCB

Research results from Carmeli and Colakoglu (2005), show that employees who have affective commitments will tend to remain in one organization because they fully trust the mission carried out by the organization. Thus the form of affective commitment is the strength of the desire of employees to work for the organization because it agrees with the goals and values of the organization.

Benjamin (2012) also found that employees who have affective commitments will contribute maximally to the long-term growth, development and sustainability of the organization. Then Danish, Humayon and Shahid (2015) found that affective commitment had a positive effect on OCB, Danish et al (2015) found that affective commitment was the determining variable for OCB emergence. Employees who have affective commitment, not only do their job descriptions well but also behave positively for the welfare of the organization and for them.

In line with research conducted by Susilo et al (2016) also found a positive effect on affective commitment OCB. Feelings of employee love for

his work led to his willingness to continue working in the organization so that social relations are established, including helping and respecting each other with fellow employees. Finally, Planer (2019) also found that organizational commitment has consistently been the most significant determinant of OCB. Highly committed employees will carry out all functions of the organization better so that they will be happy to do additional work. Surely will be happy also involved in various activities that are beneficial to the organization. In addition, highly committed employees usually consider their work tasks to be broader, so motivated to show OCB.

Based on the description, the hypothesis can be formulated as follows:

H1: Affective commitment has a positive effect on OCB.

1.6. Effect of Affective Commitment on Emotional Performance

Research that has been done implies that commitment has a relationship with the emotional appearance and behavior of employees at work. Diefendorff and Richard (2003), said so far some studies have agreed that employees who are lowly committed or not committed will influence the appearance of their emotions towards their work so they display negative emotions that are detrimental to the organization. As such, commitment to emotional display rules may be an important factor to consider so that employees can provide the best for the organization.

Gosserand and Diefendorff (2005), in research reports He found that the more individuals who committed, the stronger the employees would display the rules for displaying positive emotions, in this case surface acting, deep acting and positive affective delivery. This means that employees who are highly committed will definitely use more emotional regulation strategies and deliver positive emotional displays properly.

Based on the description, the hypothesis can be formulated as follows:

H2: Affective commitment has a positive effect on emotional performance.

1.7. Emotional Intelligence Moderates the Effect of Affective Commitments on OCB

Carmeli and Colakoglu (2005) in their research found that emotional intelligence can increase altruistic behavior, following the reason that high emotional intelligence allows employees to be able to change negative moods into positive ones so that they have an impact on engaging in beneficial behavior. High emotional intelligence makes individuals more socially interactive, involvement in altruistic behavior is beneficial to them because it maintains their positive state of mind.

In line with Carmeli and Colakoglu (2005), Abedallah (2005) revealed that individuals with high emotional intelligence will be adept at identifying, and responding appropriately, the emotions of coworkers, customers and superiors so that they tend to handle emotionally laden situations that go beyond the tasks or rules of their organization.

Based on the description, the hypothesis can be formulated as follows:

H3: Emotional intelligence moderates the effect of affective commitment on OCB.

1.8. Emotional Intelligence Moderates the Effect of Affective Commitment on Emotional Performance

Based on a literature review conducted by Grandey and Gabriel (2005) titled Emotional Labor at a Crossroads: Where Do We Go from

Here ?, it has been found that emotional intelligence moderates the influence of affective commitment on emotional performance.

According to Joseph and Newman (2010), the presence of emotional performance is believed to be influenced by emotional intelligence. Employees with high emotional intelligence tend to feel more positive and will be motivated in displaying positive emotional displays as well. In fact people who have emotional intelligence, have the awareness to display a positive appearance to regulate emotions in all conditions.

Allen et al (2010) and Gabriel et al (2015) say, employees who have alignment with organizational goals, will display emotional regulation so that they are more likely to use deep acting in meeting emotional needs, which is certainly in line with the high commitment of employees .

Based on the description, the hypothesis can be formulated as follows:

H4: Emotional intelligence moderates the effect of affective commitment on emotional performance.

The theoretical framework is a temporary conclusion from a theoretical review that reflects the relationship between the variables studied. This is a demand to solve problems in research and formulate hypotheses.

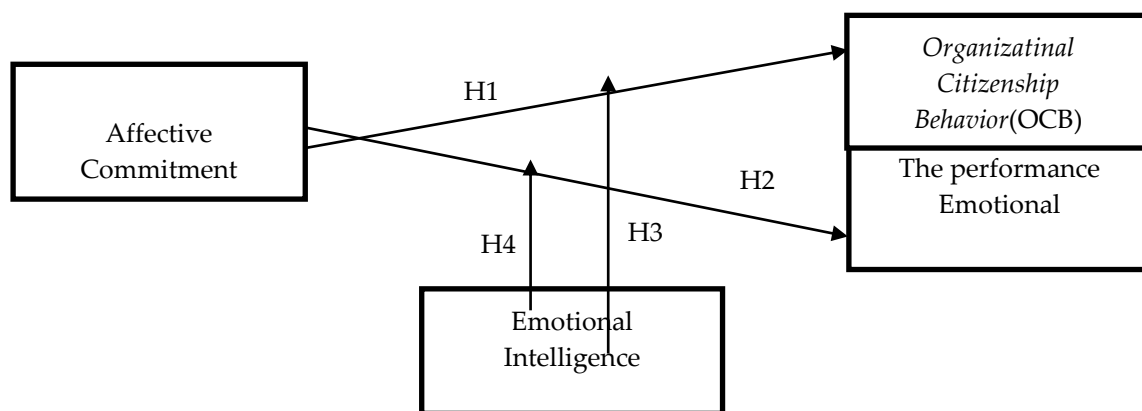


Figure 1. Theoretical Framework

2. METHODS

The scope of this study is aimed at analyzing the influence of exogenous variables, namely Affective Commitment, Emotional Intelligence as moderating, endogenous variables namely OCB and Emotional Performance Nurse Handling of COVID-19 RSUP Dr. M. Djamil Padang. Data analysis was performed using the Partial Least Square (PLS) method.

2.1. Population and Sample

The population of this study nurse handling of COVID-19 RSUP Dr. M. Djamil Padang, totaling 147 nurses. The sampling technique in this study is total sampling. So in this study, the sample is nurses who work at the Dr. M. Djamil Padang who handled COVID-19 with a sample of 147 respondents.

Data collection techniques used in this study using a questionnaire, data collection by providing or distributing a list of questions and statements about affective commitment, emotional intelligence, OCB and emotional performance by taking care of the General, HR and Education Section RSUP Dr. M. Djamil Padang, namely taking care of ethical licenses then proceed to the education and training section and the authors distribute to each unit on Non Surgical IRNA, Dr. RSUP M. Djamil Padang in the hope that respondents provide responses to questions and statements which are then given to researchers.

2.2. Operational Definition

2.2.1. OCB

OCB in this research is the contribution of nurses handling of COVID-19 RSUP Dr. M. Djamil Padang who do work beyond the demands or obligations of the organization, its presence is believed to increase organizational effectiveness but is not formally rewarded or rewarded.

2.2.2. Emotional Performance

Emotional performance in this study, there is a strong perception of the rules of emotional expression RSUP Dr. M. Djamil Padang so the nurse shows that expression because there is a strong demand to express emotions or suppress certain emotions.

2.2.3. Affective Commitment

Affective commitment is an emotional closeness that is owned by nurses, so nurses have the motivation and desire to contribute significantly to RSUP Dr. M. Djamil Padang. Nurses will continue to maintain membership because they have the desire for it.

2.2.4. Emotional Intelligence

Emotional intelligence is the ability and skills that exist with in nurse handling of COVID-19 RSUP Dr. M. Djamil Padang, which is related to the development of social relations with the environment which refers to the ability to recognize the feelings of oneself and others, the ability to motivate oneself, and the ability to manage emotions and manage relationships with others properly.

2.3. Design Research

2.3.1. Descriptive Analysis

This analysis is intended to describe the characteristics of each study variable, the way of presenting the data into a frequency distribution table calculating the concentration and dispersion values and interpreting them.

2.3.2. Data Analysis with Partial Least Square (PLS)

Data analysis was performed using the Partial Least Square (PLS) method. PLS is a method of analysis that is not based on many assumptions. SEM PLS modeling there are two models namely the outer model and the inner model.

2.3.2.1. Measurement model (outer model)

The measurement model is used to test the construct validity and instrument reliability.

2.3.2.1.1. Convergent validity

According to (JF Hair, Ringle, & Sarstedt, 2012) for initial inspection of the loading factor matrix is approximately 0.3 considered to have met the minimum level, and for loading factors of approximately 0.4 is considered better, and for loading factors greater 0.5 is generally considered significant. This study uses a loading factor of 0.5. After processing the data using SmartPLS 3.0 the results of loading factors can be concluded as in table 1 below:

Table 1. Outer Loading Analysis Results

Variable	Number of Statement Items	Number of valid Statement Items
Affective Commitment	8	8
Emotional Intelligence	14	14
OCB	13	13
Emotional Performance	6	6

Based on the results of the loading factor, it can be concluded that the construct has a good convergent validity because all statements of each variable have a loading factor value above 0.5. Furthermore, testing the value of convergent validity can be seen from the value

of AVE, it aims to measure the level of variance of a construct component compiled from the indicator. The recommended AVE value is at least 0.5, the AVE value for each latent variable is presented in the following table 2:

Table 2. Average variance extracted (AVE)

	Average Variance Extracted (AVE)
Affective Commitment	0.652
Emotional Intelligence	0.599
OCB	0.508
Emotional Performance	0.677

Based on table 2 above, it can be seen that the AVE value for the variable of affective commitment, emotional intelligence, OCB and emotional performance has a value of > 0.5, so the convergent validity measurement model can be said to be valid.

has adequate discrimination. The assessment is proposed in two ways, namely looking at cross loading and for-lacker criterion. The cross loading value of the indicator variable against the latent variable must be greater than the other latent variable. The cross loading value is based on the processed data using SmartPls 3.0 in the following table 3:

2.3.2.1.2. Discriminant Validity

The value of discriminant validity at this stage is useful to find out whether the construct

Table 3. Cross Loading Analysis Results

Variable	Number of statement items	Information
Affective Commitment	8	Valid
Emotional Intelligence	14	Valid
OCB	13	Valid
Emotional Performance	6	Valid

Based on the results of the analysis of the cross loading values of all variables have a correlation value of the indicator to the construct is higher than the value of the correlation of indicators with other constructs. Based on the evaluation of the relationship model it is concluded that the measurement model is valid.

2.3.2.1.3. Composite Reliability

If a construct that has a composite reliability value of magnitude above 0.70 then the construct is declared reliable. The following are research results obtained from the results of data processing with PLS:

Table 4. Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Affective Commitment	0.922	0.937	0.652
Emotional Intelligence	0.948	0.954	0.599
OCB	0.917	0.930	0.508
Emotional Performance	0.904	0.926	0.677

Based on table 4 it can be concluded that all questions used are reliable or reliable. In this study each question item has a different reliable value. To be declared reliable each variable must have a Cronbach alpha value > 0.6 and composite reliability > 0.7 and AVE value > 0.5.

2.3.2.1.4. Inner model

Inner model used to test hypotheses. Before the hypothesis is tested it must be seen and determined the test model (goodness of fit) of the research. The inner model in PLS is evaluated using R² (R-square) for the dependent construct.

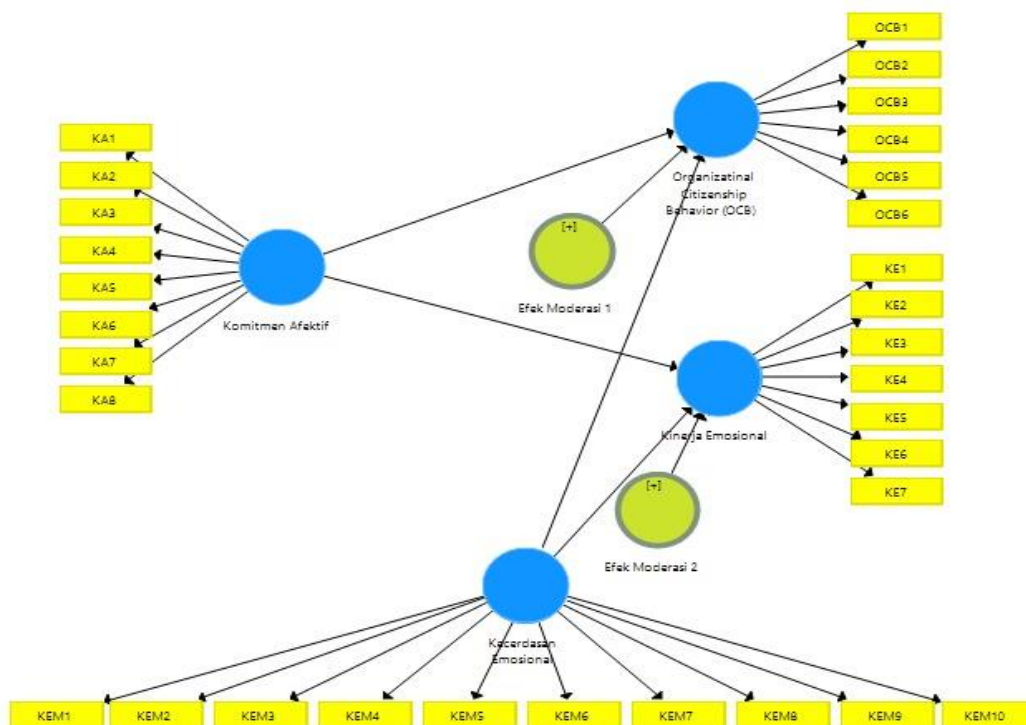


Figure 2. Variable Relationship Model

3. RESULT AND DISCUSSION

3.1. Result

The following description of the characteristics of respondents to be described includes: gender, age, education, employment status and years of service.

Table 5. Characteristics of Respondents

Respondents	Frequency	Percent (%)
Gender		
Male	20	15.6%
Women	108	84.4%
Old		
<25 years old	33	25.8%
25-35 years old	54	42.2%
36-45 years old	29	22.7%
45-45 years old	12	9.4%
Education		
D1 Nursing	1	0.8%
Table Continue...		
D3 Nursing	65	50.8%
D4 Nursing	1	0.8%
S1 Nursing + Nurse	60	46.9%
S2 Nursing and Professional	1	0.8%
Employment status		
Civil servants	51	39.8%
Non PNS	77	60.2%
Years of service		
1-5 years	63	49.2%
6-10 years	27	21.1%

11-15 years old	24	18.8%
> 16 years old	14	10.9%

Descriptive results indicate that in partnurse handling COVID-19RSUP Dr. M. Djamil Padang the majority are women, as many as 108 people or 84.4%, age Nurse the most aged between 25 - 35 years old as many as 54 nurses or 42.2%, the highest level of education is D3 Nursing which is as many as 60 employees or as much as 50.8%, the most employment status is Non PNS which is equal to 77 people or 60.2% and tenure with a period of 1 - 5 years is 63 nurses or 49.2%.

The result of the hypothesis by using PLS is shown in the following order:

1. Conceptualization models: conceptualization models describe the exogenous and endogenous latent variables and its indicators. The study consists of three exogenous latent variables, namely: affective commitment, OCB, emotional performance and emotional intelligence
2. Convergent validity and Composite Reliability

Table 6. Composite Reliability Analysis Results

Variable	Composite Reliability	Information
Affective Commitment	0.937	Reliable
Emotional Intelligence	0.954	Reliable
OCB	0.930	Reliable
Emotional Performance	0.926	Reliable

Table 6 shows that the composite reliability value for all constructs is above 0.7, which shows that all constructs in the estimated model meet the criteria or are reliable.

Table 7. The results of the analysis of R-Square

	R Square	Adjusted R Square
OCB	0.555	0.544
Emotional Performance	.392	.377

In table 7 above this research can be seen that the OCB R2 of 0.555 means that affective commitment, emotional intelligence and

emotional performance explain the OCB variable of 55.5% while the remaining 44.5% is explained by other constructs beyond those examined in this study. R2 emotional performance of 0.392 means affective commitment, OCB and emotional intelligence explain the variable of emotional performance by 39.2% while the remaining 60.8% is explained by other constructs outside that examined in this study.

3.2. Hypothesis test

Hypothesis testing is done to see and know the direct effect, indirect effect and the total effect between variables. This test is carried out by operating bootstrapping on the SmartPLS 3.0 program so that the relationship between exogenous variables and endogenous variables is obtained. Hypothesis testing is done by

looking at the p-value generated by the Inner model.

Table 8. Inner Model Analysis Results

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O / STDEV)	P Values
Affective Commitments -> OCB	.363	.364	0.093	3,901	0,000
Affective Commitment -> Emotional Performance	0.219	0.232	0.140	1,570	.117
Emotional Intelligence -> OCB	.452	.456	0.078	5,833	0,000
Emotional Intelligence -> Emotional Performance	.386	.402	0.097	3,984	0,000
Moderation effects 1 -> OCB	-0,015	-0,018	0.042	.353	0.724
Moderation Effect 2 -> Emotional Performance	-0,134	-0,132	0.041	3,230	.001

The test results show the direct effect of affective commitment on OCB, has a path coefficient of 0.219 and a p-value of $0,000 < 0,05$, so the relationship is significant. Thus affective commitment has a significant effect on OCB. This means that the first hypothesis of this study is supported.

Hypothesis testing two shows a path coefficient of 0.219 and p-value of $0,117 > 0,05$, so the relationship is significant. Thus affective commitment has no effect on OCB. The second hypothesis of this study is not supported.

Testing hypotheses 3 and 4 is related to testing the role of emotional intelligence as a moderator. The first stage, seen the direct influence of emotional intelligence on OCB variables and Emotional Performance. The results showed emotional intelligence had a positive and significant effect on OCB with a p-value of $0,000 < 0,05$; emotional intelligence has a positive and significant effect on emotional performance with a p-value of $0,000 < 0,05$. The second stage, seen the effect of interaction. The results show the interaction of emotional intelligence with affective commitment on OCB p-value of $0,724 > 0,05$, so the relationship is significant. So, the third hypothesis is not

supported. While the interaction of emotional intelligence with affective commitment on the emotional performance p-value of $0,001 < 0,05$, so the relationship is significant. This means that the fourth hypothesis is supported

3.3. Discussion

This study shows that affective commitment has a positive and significant effect on OCB. This means that the higher the affective commitment, the OCB will also increase. This is because the Nurse Handling of COVID-19 RSUP Dr. M. Djamil Padang has a close emotional attachment to the organization so that it is motivated and desires to contribute meaningfully to the organization.

The effect of affective commitment on OCB was also stated in the research of Carmeli and Colakoglu (2005), showing that employees who have affective commitment will tend to remain in one organization because they fully trust the mission carried out by the organization. This research is relevant to the research conducted by Danish et al (2015) found that affective commitment is the determining variable for OCB emergence. Thus the form of affective commitment is the strength of the desire of employees to work for the organization because

it agrees with the goals and values of the organization.

This study also examined the effect of affective commitment on emotional performance. The results show the emotional performance of nurses is not triggered by affective commitment. This finding is interesting because it differs from the affective event theory theory by Weiss and Cropanzano (1996). This is caused by emotional performance is a demand of their profession so that their emotional expression has become their daily activity.

Testing the effect of moderation shows emotional intelligence does not moderate the effect of affective commitment on OCB but emotional intelligence is a predictor of OCB. In addition, this research shows that emotional intelligence moderates the influence of affective commitment on emotional performance. This illustrates that the higher the emotional intelligence, the effect of affective commitment on emotional performance is getting stronger.

4. CONCLUSION

- a. The analysis shows that affective commitment has a positive and significant effect on OCB in nurses handling of COVID-19 RSUP Dr. M. Djamil Padang. This means that the higher the affective commitment, the OCB will also increase.
- b. The analysis shows that affective commitment has a negative and significant effect on emotional performance in nurses handling of COVID-19 RSUP Dr. M. Djamil Padang. This is caused by emotional performance is a demand of their profession so that their emotional expression has become their daily activity.
- c. The analysis shows that emotional intelligence moderates the influence of affective commitment negatively and significantly affects OCB on nurses handling of COVID-19 RSUP Dr. M. Djamil Padang, but emotional intelligence is a predictor of OCB
- d. The analysis showed that emotional intelligence moderates the influence of affective commitment and positive and significant effect on emotional performance

in nurses handling of COVID-19 RSUP Dr. M. Djamil Padang. This means that the higher the emotional intelligence will affect the affective commitment to emotional performance.

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