



Contribution of Organizational Commitment and Work Culture to Employee Performance with Organizational Citizenship Behavior (OCB) as a Mediator (*Study in UPT Pemasarakatan Yogyakarta*)

Titi Laras^(✉), Kartinah, Della Nanda Luthfiana, and Sutino

Faculty of Economic and Business, Janabadra University, Yogyakarta, Indonesia
titilaras@janabadra.ac.id

Abstract. The Ministry of Law and Human Rights DI Yogyakarta has a Correctional Division which is divided into several Correctional UPTs in Yogyakarta, there are 5 UPT, namely Yogyakarta Class IIA Prison, Yogyakarta Class IIA Women's Prison, Yogyakarta Class IIA State Detention Center, Class I State Confiscated Goods Storage House. Yogyakarta, and Yogyakarta Class I Pemasarakatan. In this study using a sampling technique with proportional stratified random sampling method, the sample in this study was 201 employees of the Correctional Service Unit in Yogyakarta. The results showed that organizational commitment and work culture had a positive and significant effect on organizational citizenship behavior (OCB) and performance, as well as organizational citizenship behavior (OCB) capable of being a mediating variable between organizational commitment and work culture on performance. From this study, the authors suggest that the UPT Pemasarakatan in Yogyakarta City can increase organizational commitment and work culture so that organizational citizenship behavior (OCB) and employee performance will increase.

Keywords: organizational commitment · work culture · organizational citizenship behavior (OCB) · performance

1 Introduction

The Ministry of Law and Human Rights D.I Yogyakarta regional office is a hierarchical organization of the Ministry of Law and Human Rights that belongs to and is responsible to the Minister of Law and Human Rights. The Regional Office is formed of several divisions as well as several Technical Implementation Units or Unit Pelaksana Teknis (UPT) that reliable with conducting the principal activities and functions of the Ministry of Law and Human Rights of the Republic of Indonesia in the Province region in conjunction with the Minister's policy. Lembaga Pemasarakatan is one of the divisions under the Regional Office of the Ministry of Law, and Human Rights D.I Yogyakarta, and its function is to support the Regional Office's Head in carrying out some of the Regional

Table 1. Employee of “UPT Pemasyarakatan Yogyakarta”

No	UNIT PELAKSANA TEKNIS Pemasyarakatan	Person
1.	Lapas Kelas IIA Yogyakarta	141
2.	Lapas Perempuan Kelas IIB Yogyakarta	70
3.	Rumah Tahanan Negara Kelas IIA Yogyakarta	88
4.	Rumah Penyimpanan Barang Sitaan Negara Kelas I Yogyakarta	35
5.	Balai Pemasyarakatan Kelas I Yogyakarta	70
	Total	404

Office’s tasks in the correctional sector based on technical policies, as well as to supervise several Technical Implementing Units or Unit Pelaksana Teknis (UPT), an autonomous entity that performs operational, technical responsibilities on behalf of its parent organization consist of Lembaga Pemasyarakatan (Lapas), Rumah Tahanan Negara (Rutan), Balai Pemasyarakatan (Bapas), Dan Rumah Penyimpanan Barang Sitaan Negara (Rup-basan). As for the UPT located in Yogyakarta, there are 5 UPT, namely Lapas Kelas IIA Yogyakarta, Lapas Perempuan Kelas IIB Yogyakarta, Rumah Tahanan Negara Kelas IIA Yogyakarta, Rumah Penyimpanan Barang Sitaan Negara Kelas I Yogyakarta, and Balai Pemasyarakatan Kelas I Yogyakarta (Table 1).

Organizational commitment is the degree to which individuals take sides and intend to continue participating actively in the organization, as demonstrated by the following characteristics: A strong belief in and acceptance of the organization’s values and goals, a willingness to achieve the best for the company, and a strong desire to stay in the organization [1]. Work is a set of basic beliefs or mental programs owned by a group of employees that can be used to improve work efficiency and human cooperation, especially attitudes toward work and work time behavior [2]. organizational citizenship behavior (OCB) is private choice behavior that is not directly or expressly related to the reward system and can enhance the organization’s effective functioning. Understanding OCB has various aspects, including Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue [3]. The ultimate goal of human resource management is continuous improvement, which is the result of a person’s work completed in accordance with job specifications. Performance can be judged by the amount, quality, punctuality, attendance, and ability to collaborate required for a certain task [4].

From the various descriptions above, the author is interested in conducting research with the title **“Contribution of Organizational Commitment and Work Culture To Employee Performance with Organizational Citizenship Behavior (OCB) as a Mediator”**.

2 Literature Review

2.1 The Effect of Organizational Commitment on Employee Performance

Employees who have a high commitment to the organization have different attitudes than those who have a low level of commitment. Work performance, absenteeism, and employee turnover are all enhanced by high organizational commitment. Employees who are highly dedicated will be incredibly productive [5]. Employees with high organizational commitment will show a straight line of performance, indicating that employees with high work commitment will also produce high performance, and vice versa, employees with low organizational commitment, or no organizational commitment at all, will produce low performance [6, 7]. Furthermore, [8] argues that high employee commitment will raise awareness of the importance of continually improving performance in order to attain organizational goals. This is consistent with earlier research that suggest that organizational commitment improves employee performance [9]. Based on the description above, the hypothesis is determined as follows.

(H1): Organizational commitment has a positive effect on employee performance

2.2 The Effect of Work Culture on Employee Performance

Work culture is defined as a set of assumptions or belief systems, values, and standards formed in an organization and utilized as a behavioral guide for its members to address external adaption and internal integration challenges. Previous research has found that work culture has a favorable effect on employee performance. Work culture has a beneficial impact on employee performance because every individual's conduct in the organization is always influenced by the existing work culture; therefore, good work culture has a favorable impact on increasing employee performance [10]. Based on the description above, the hypothesis is determined as follows:

(H2): Work Culture has a positive effect on Employee Performance

2.3 The Effect of Organizational Commitment on Organizational Citizenship Behavior (OCB)

Organizational commitment is defined as employees' wanting to be active in their organization and remain a member, which includes an attitude of loyalty and employees' readiness to perform optimally [11]. Employees with high organizational commitment are likely to want to be active in a variety of activities to advance and sustain organizational goals [4]. Individual commitment to the company is directly related to the drive to work beyond the tasks assigned and great concern for the burdens of work partners [12]. The previous study has demonstrated that organizational commitment influences organizational citizenship behavior (OCB) [6]. Based on the description above, the hypothesis is determined as follows:

(H3): Organizational Commitment has a positive effect on Organizational Citizenship Behavior (OCB)

2.4 The Effect of Work Culture on Organizational Citizenship Behavior (OCB)

Work culture is a concept based on a value-based view of life that becomes the nature, habits, and driving force of a community group or company [13]. Work culture, as a value established in employees by the organization, will develop into qualities, habits, and strengths that can support Organizational Citizenship Behavior (OCB). A healthy work culture will raise individual awareness in the organization, causing it to be more sensitive to the demands of the organization and each person [14]. Previous research has found that work culture influences organizational citizenship behavior (OCB) [15]. Based on the description above, the hypothesis is determined as follows:

(H4): Work Culture has a positive effect on Organizational Citizenship Behavior (OCB)

2.5 The Effect of Organizational Citizenship Behavior (OCB) on Employee Performance

Organizational Citizenship Behavior (OCB) is a type of work habit characterized as individual behavior that is very useful to the organization and is a freedom of choice, which is indirectly or explicitly recognized by the formal incentive system [16]. Employees who have a special type of voluntary work behavior and their satisfaction in performing work outside the job desk get them involved in many things in their daily work can also increase organizational performance [17]. Employees with the willingness and sincerity to provide more at work will immediately enhance performance [18, 19]. The previous study has indicated that Organizational Citizenship Behavior (OCB) has a favorable effect on employee performance [17, 20]. Based on the description above, the hypothesis is determined as follows:

(H5): Organizational Citizenship Behavior (OCB) has a positive effect on Employee Performance

2.6 Organizational Commitment on Employee Performance Mediated by Organizational Citizenship Behavior (OCB)

The largest influence is organizational commitment, where employees connect with requests and are driven to carry them out even when the source of incentive is no longer there [18, 21]. A solid organization combined with a willing attitude to work in the company is a compelling reason for employees to give and even increase performance regularly [9]. Previous research has found that Organizational Citizenship Behavior (OCB) can act as a moderator between organizational commitment and performance [8, 22]. Based on the description above, the hypothesis is determined as follows:

(H6): Organizational Citizenship Behavior (OCB) mediating the effect of organizational commitment to employee performance

2.7 Work Culture on Employee Performance Mediated by Organizational Citizenship Behavior (OCB)

Work culture is defined as a series of basic beliefs or mental programming that can be used to promote work efficiency and human interaction [23]. A good work culture that

is instilled in employees from an early age and is repeated over and over creates basic thoughts and mental programs that can be used by organizations to improve employee work efficiency and increase collaboration among colleagues to continue to improve their performance, in conjunction with Organizational Citizenship Behavior (OCB) [24, 25]. Previous research suggests that Organizational Citizenship Behavior (OCB) can act as a moderator between work culture and performance [26–28]. Based on the description above, the hypothesis is determined as follows:

(H7): Organizational Citizenship Behavior (OCB) mediating the effect of work culture to employee performance.

3 Research Methods

The population in this study consisted of all 404 employees of the Yogyakarta City Pemasarakatan Unit. The research sample was then determined using proportionate stratified random sampling, with a sample size of 201 employees. The sample participated in the collection of primary data by completing a standardized questionnaire with 5 Likert-Scales. The determination of the sample size in this study was calculated based on the opinion of Slovin (Husein, 2005), where the sampling error rate was 5%, with the following formula:

$$n = \frac{N}{1 + Ne^2}$$

n: sample total

N: population

e: (*error tolerance*)

$$N = \frac{404}{1 + 404(0,05)^2} = 404/2,01 = 200,99$$

Sample Total (n) = 200,99 = 201 employees

4 Results

Table 2 provides the standardized regression weight value, which demonstrates the coefficient of effect between variables.

4.1 The Effect of Organizational Commitment on Employee Performance

The standardized regression weight coefficient estimated parameter value is 0.140, and the C.R value is 2.468, indicating that the link between organizational commitment and performance is positive. This result suggests that the higher the level of organizational commitment, the higher the level of performance. Testing the association between the two variables has p value of $0.014 < 0.05$, indicating that organizational commitment and performance have a positive and substantial influence.

It can be interpreted as an increase in organizational commitment dimensions such as confidence, employees receiving knowledge related to their main duties and work functions and understanding PASTY values, employees carrying out the values that exist in

Table 2. .

Hypothesis	Composite Reliability	P Value	Results
Organizational Commitment → Employee Performance	2,468	0,014	Supported
Work Culture → Employee Performance	2,176	0,030	Supported
Organizational Commitment → OCB	6,661	0,000	Supported
Work Culture → OCB	6,217	0,000	Supported
OCB → Employee Performance	7,051	0,000	Supported

correctional institutions and knowing knowledge related to agency goals, and employee willingness to do the best work at their organization. Every job and employee emphasizes the agency's interests over personal interests, and employees do not want to move to other agencies when constant evaluation and continuous development undoubtedly improve the performance of UPT Pemasarakatan in Yogyakarta City. Previous research has demonstrated that organizational commitment has a positive effect on employee performance [12, 20, 29].

4.2 The Effect of Work Culture on Employee Performance

The standardized regression weight coefficient estimated parameter value is 0.151, and the C.R value is 2.176, indicating that the association between work culture and performance is favorable. This result suggests that the more positive the work environment, the higher the performance. Testing the association between the two variables yields a probability value of $0.030 < p \text{ value } 0.05$, indicating that work culture has a positive and substantial influence on performance.

It can be interpreted that an increase in the work culture dimension includes the attitude of employees who like the job desk and their work and employees feel satisfied with their busy work and behavior that they are diligent in working and always come on time so that work meets the targeted deadline, voluntarily overtime (overtime), take full responsibility for every job given by superiors, have a strong will to learn the duties and obligations of work at the agency and voluntarily help co-workers who need help in work, when continuous evaluation and continuous improvement will certainly improve employee performance at work.

This research is supported by previous research which shows that work culture has a positive effect on employee performance [19, 30, 31].

4.3 The Effect of Organizational Commitment on Organizational Citizenship Behavior (OCB)

The standardized regression of the coefficient's estimated parameter value is 0.479, and the C.R value is 6.661. This demonstrates that there is a positive association between organizational commitment and organizational citizenship behavior. This suggests that

the stronger the organizational commitment, the stronger the organizational citizenship behavior. Testing the correlation between the two variables yields a probability value of $0.000 < p \text{ value } 0.05$, indicating that organizational commitment and organizational citizenship conduct have a positive and substantial influence.

It can be interpreted as an increase in organizational commitment dimensions such as confidence, employees receiving knowledge related to their main duties and work functions and understanding PASTY values, employees carrying out the values that exist in correctional institutions and recognizing ability related to agency goals, and employee willingness to do the best work at the organization. Every function and employee prioritizes the interests of the institution above personal interests, and employees do not want to go to other agencies when continuous evaluation and continuous development definitely improve organizational citizenship behavior (OCB) at UPT Pemasyarakatan in Yogyakarta City. This research is supported by previous research which shows that organizational commitment has an effect on Organizational Citizenship Behavior (OCB) [32, 33].

4.4 The Effect of Work Culture on Organizational Citizenship Behavior (OCB)

The standardized regression's coefficient estimated parameter value is 0.560, and the C.R value is 6.217, indicating that the association between work culture and organizational citizenship behavior is favorable. This suggests that the stronger the organizational culture, the better the organizational citizenship behavior. Testing the association between the two variables yields a probability value of $0.000 < p \text{ value } 0.05$, indicating that work culture has a positive and significant influence on organizational citizenship behavior.

It can be interpreted that an increase in the work culture dimension includes the attitude of employees who like the job desk and their work and employees feel satisfied with their busy work and behavior that they are diligent in working and always come on time so that work meets the targeted deadline, voluntarily overtime (overtime), Fully responsible for every job given by superiors, has a strong will to learn the duties and obligations of work at the agency and voluntarily help co-workers who need help in work, when continuous evaluation and continuous improvement will certainly improve organizational citizenship behavior at the UPT Pemasyarakatan in Yogyakarta. This research is supported by previous research, which shows that work culture has an effect on Organizational Citizenship Behavior (OCB) [34–36].

4.5 The Effect of Organizational Citizenship Behavior (OCB) on Employee Performance

The standardized regression value coefficient estimated parameter value is 0.507, and the C.R value is 7.051, indicating that the link between organizational citizenship behavior and performance is positive. This means that the greater the corporate citizenship, the better the performance. Testing the association between the two variables yields a probability value of $0.000 < p \text{ value } 0.05$, indicating that organizational citizenship behavior and performance have a significant and positive influence. It can be interpreted that an increase in the dimensions of organizational citizenship behavior includes altruism, employees always help co-workers who need help, co-workers are willing to help with

Table 3. *Standardized Direct Effects (Group Number 1-Default Model)*

	Work Culture	Organizational Commitment	OCB	Employee Performance
OCB → Employee Performance	.451	.467	.000	.000
	.152	.170	.631	.000

Table 4. *Standardized Indirect Effects (Group number 1 Default model)*

	Work Culture	Organizational Commitment	OCB	Employee Performance
OCB → Employee Performance	.000	.000	.000	.000
	.284	.295	.000	.000

work assignments that are not yet able to be done, and employees are willing to listen to co-workers’ complaints, and find solutions to their problems, courtesy of employees working and trying exceeds the agency’s expectations, employees do not mind if they get additional work, and employees do not mind if they get other work. Then, when there are coworkers who make mistakes at work and strive not to create issues and avoid problems between coworkers, the civic virtue of employees tends to remain silent; the conscious experience of employees is also responsible for the correctional institution’s goals. Continual evaluation and continuous improvement will almost certainly enhance the efficiency of employees of UPT Pemasarakatan Yogyakarta.

To analyze the mediation relationship between the independent variable and the dependent variable through the mediating variable, that is, to compare the significance of standardized direct effects with the value of standardized indirect effects. This means that if the standardized direct effect value is below the standardized indirect effect value, the mediating variable has an indirect influence on the relationship between the two variables (Tables 3 and 4).

4.6 Organizational Citizenship Behavior (OCB) Mediating the Relationship Between Organizational Commitment and Employee Performance

The estimated parameter for examining the influence of organizational commitment on performance via organizational citizenship behavior yielded a direct effect value of 0.170 < 0.295. The study’s findings show that corporate citizenship behavior can reduce the effect of work culture on performance. The greater the value of corporate citizenship behavior, the greater the impact of organizational commitment on performance.

It can be interpreted that an increase in the dimensions of organizational citizenship behavior includes altruism, employees always help co-workers who need help, co-workers are willing to help with work assignments that I haven’t done too well and employees are willing to listen to co-workers’ complaints, and find solutions to their problems, courtesy of employees working at work and trying to exceed agency expectations, employee

sportsmanship does not mind if they get additional tasks outside of the main task and employees do not object when asked for help to help colleagues, employee civic virtue tends to be silent when friends make mistakes at work and try not to cause problems and avoid problems between co-workers, employee conscientiousness is also responsible for the goals of the correctional facility. When continuous evaluation and continuous improvement are carried out, it will certainly increase the influence of organizational commitment on employee performance at the Correctional Unit in Yogyakarta City. This research is supported by previous research, which shows that Organizational Citizenship Behavior (OCB) can be a mediating variable between organizational commitment and performance [34, 37].

4.7 Organizational Citizenship Behavior (OCB) Mediating the Relationship Between Work Culture and Employee Performance

The estimation parameter for testing the influence of work culture on performance through organizational citizenship behavior obtained a direct effect value < indirect effect value, which is $0.152 < 0.284$. The research results prove that organizational citizenship behavior can mediate the influence of work culture on performance. The higher the value of organizational citizenship behavior, the more the effect of work culture on performance will be.

It can be interpreted that an increase in the dimensions of organizational citizenship behavior includes altruism, employees always help co-workers who need help, co-workers are willing to help with work assignments that I haven't done too well and employees are willing to listen to co-workers' complaints, and find solutions to their problems, courtesy of employees working at work and trying to exceed agency expectations, employee sportsmanship does not mind if they get additional tasks outside of the main task and employees do not object when asked for help to help colleagues, employee civic virtue tends to be silent when friends make mistakes at work and try not to cause problems and avoid problems between co-workers, employee conscientiousness is also responsible for the goals of the correctional facility. When continuous evaluation and continuous improvement are carried out, it will certainly increase the influence of work culture on employee performance at the Correctional Unit in Yogyakarta City.

This research is supported by previous research, which shows that Organizational Citizenship Behavior (OCB) can be a mediating variable between work culture and performance [5, 38, 39].

5 Conclusions

Based on the findings of the investigation, the following conclusions can be drawn:

1. Organizational commitment has a strong and positive effect on employee performance. This suggests that the more the organizational commitment of superiors, the better the employee's performance.
2. Work culture has a strong and positive effect on employee performance. This suggests that the better and more effective the employee's work culture, the higher the employee's performance.

3. Organizational commitment influences organizational citizenship behavior in a good and meaningful way. This suggests that the greater the organizational commitment of superiors, the greater the organizational citizenship behavior of employees.
4. Work culture influences corporate citizenship behavior in a good and meaningful way. This indicates that if the employee's work culture improves and becomes more effective, so will the employee's organizational citizenship behavior.
5. Corporate citizenship has a beneficial and considerable impact on employee performance. This indicates that when employees' corporate citizenship behavior improves, so will their performance.
6. Organizational citizenship conduct can act as a moderator of the impact of organizational commitment on employee performance. This indicates that as organizational citizenship behavior improves, the impact of organizational commitment on employee performance improves even more.
7. Organizational citizenship behavior act as a mediator in the relationship between work culture and employee performance. This suggests that increased organizational citizenship behavior will increase the impact of work culture on employee performance.

References

1. N. S. AlKahtani *et al.*, "Impact of employee empowerment on organizational commitment through job satisfaction in four and five stars hotel industry," *Manag. Sci. Lett.*, vol. 11, pp. 813–822, 2021, doi: <https://doi.org/10.5267/j.msl.2020.10.022>.
2. R. Chordiya, M. Sabharwal, and D. Goodman, "Affective Organizational Commitment and Job Satisfaction: a Cross-National Comparative Study," *Public Adm.*, vol. 95, no. 1, pp. 178–195, 2017, doi: <https://doi.org/10.1111/padm.12306>.
3. I. G. P. Kawiana, "The influence of organizational culture, employee satisfaction, personality, and organizational commitment towards employee performance," *Int. Res. J. Manag. IT Soc. Sci.*, pp. 35–45, 2018, doi: <https://doi.org/10.21744/irjmis.v5i3.666>.
4. P. J. Commer Soc Sci and M. Sait Dinc, "Organizational Commitment Components and Job Performance: Mediating Role of Job Satisfaction," *Pakistan J. Commer. Soc. Sci.*, vol. 11, no. 3, pp. 773–789, 2017.
5. J. Jufrizen, D. Gultom, M. Sari, and M. I. Nasution, "The Effect of Organizational Culture and Islamic Work Ethic on Permanent Lecturers' Job Satisfaction, Organizational Commitment and Work Performance," *Int. Conf. Econ. Stud.*, vol. 1, no. 1999, pp. 179–186, 2018.
6. A. Eliyana, S. Ma'arif, and Muzakki, "Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance," *Eur. Res. Manag. Bus. Econ.*, vol. 25, no. 3, pp. 144–150, 2019, doi: <https://doi.org/10.1016/j.iemeen.2019.05.001>.
7. B. Jatmiko and M. B. Setiawan, "The Effect of External Pressure, Management Commitment and Accessibility towards Transparency of Financial Reporting," *J. Account. Invest.*, vol. 21, no. 1, 2020, doi: <https://doi.org/10.18196/jai.2101140>.
8. L. J. Sungu, Q. Weng, and X. Xu, "Organizational commitment and job performance: Examining the moderating roles of occupational commitment and transformational leadership," *Int. J. Sel. Assess.*, vol. 27, no. 3, pp. 280–290, 2019, doi: <https://doi.org/10.1111/ijsa.12256>.
9. T. Laras, B. Jatmiko, F. E. Susanti, and Susiati, "The Effect of Work Environment and Compensation on Work Motivation and Performance: A Case Study in Indonesia," *J. Asian Financ. Econ. Bus.*, vol. 8, no. 5, pp. 1065–1077, 2021, doi: <https://doi.org/10.13106/jafeb.2021.vol8.no5.1065>.

10. T. Laras, N. C. Kresnanto, R. Raharti, N. Nurwiyanta, and A. G. Wibowo, "The effect of knowledge management and talent management on employee performance and the impact on competitive advantage (Survey at private colleges in Kulonprogo district, Yogyakarta)," *Manag. Econ. J.*, vol. 3, no. 1, p. 41, 2019, doi: <https://doi.org/10.18860/mec-j.v0i2.6715>.
11. J. Y. Lee, Y. Seo, W. Jeung, and J. H. Kim, "How ambidextrous organizational culture affects job performance: A multilevel study of the mediating effect of psychological capital," *J. Manag. Organ.*, vol. 25, no. 6, pp. 860–875, 2019, doi: <https://doi.org/10.1017/jmo.2017.38>.
12. M. Al-Musadieq, N. Nurjannah, K. Raharjo, S. Solimun, and A. Achmad Rinaldo Fernandes, "The mediating effect of work motivation on the influence of job design and organizational culture against HR performance," *J. Manag. Dev.*, vol. 37, no. 6, pp. 452–469, 2018, doi: <https://doi.org/10.1108/JMD-07-2017-0239>.
13. A. Mohsen, S. Ebtekar, and N. Neyazi, "The Impact of Organizational Culture on Employees Performance: an Overview," *Int. J. Manag.*, vol. 11, no. 8, pp. 879–888, 2020, doi: <https://doi.org/10.34218/IJM.11.8.2020.079>.
14. F. E. S. Titi Laras, "Kecamatan Wates Kabupaten Kulon Progo Daerah Istimewa Yogyakarta) the Influence of Organizational Culture, Work Motivation and Job Satisfaction on Employee Performance in (Survey on Cv. Kartika Grup Kecamatan Wates, Kulon Progo District, Yogyakarta)," *J. Perilaku Organ.*, vol. 9, no. 1, pp. 46–60, 2021.
15. P. Sharma, "Organizational Culture as a Predictor of Job Satisfaction: The Role of Age...: University of Liverpool Library," *Manag. June 2017*, v. 22, iss. 1, pp. 35–48, pp. 35–48, 2017.
16. Musringudin, M. Akbar, and N. Karnati, "the Effect of Organizational Justice, Job Satisfaction, and Organizational Commitment on Organizational Citizenship Behavior (Ocb) of the Principles," *Indones. J. Educ. Rev.*, vol. 4, no. 2, pp. 155–165, 2017, [Online]. Available: <http://pps.unj.ac.id/journal/ijer>
17. Y. Dharma, "The effect of work motivation on the employee performance with organization citizenship behavior as intervening variable at bank aceh syariah," *Emerald Reach Proc. Ser.*, vol. 1, pp. 7–12, 2018, doi: <https://doi.org/10.1108/978-1-78756-793-1-00065>.
18. J. He, H. Zhang, and A. M. Morrison, "The impacts of corporate social responsibility on organization citizenship behavior and task performance in hospitality: A sequential mediation model," *Int. J. Contemp. Hosp. Manag.*, vol. 31, no. 6, pp. 2582–2598, 2019, doi: <https://doi.org/10.1108/IJCHM-05-2018-0378>.
19. L. Ocampo, V. Acedillo, A. M. Bacunador, C. C. Balo, Y. J. Lagdameo, and N. S. Tupa, "A historical review of the development of organizational citizenship behavior (OCB) and its implications for the twenty-first century," *Pers. Rev.*, vol. 47, no. 4, pp. 821–862, 2018, doi: <https://doi.org/10.1108/PR-04-2017-0136>.
20. R. Pio and J. Tampi, "The Influence Of Spiritual Leadership On Quality Of Work Life, Job Satisfaction And Organizational Citizenship Behavior (Study On Nursing Staff Of Private Hospital In North Sulawesi)," *J. Law Manag.*, vol. 60, no. 2, pp. 757–767, 2018.
21. B. Jatmiko, T. Laras, and A. Rohmawati, "Budgetary participation, organizational commitment, and performance of local government apparatuses," *J. Asian Financ. Econ. Bus.*, vol. 7, no. 7, pp. 379–390, 2020, doi: <https://doi.org/10.13106/jafeb.2020.vol7.no7.379>.
22. S. L. Ratnasari, G. Sutjahjo, and Adam, "The effect of job satisfaction, organizational culture and leadership on employee performance," *Ann. Trop. Med. Public Heal.*, vol. 23, no. 13 A, 2020, doi: <https://doi.org/10.36295/ASRO.2020.231329>.
23. S. Cheema, B. Afsar, and F. Javed, "Employees' corporate social responsibility perceptions and organizational citizenship behaviors for the environment: The mediating roles of organizational identification and environmental orientation fit," *Corp. Soc. Responsib. Environ. Manag.*, vol. 27, no. 1, pp. 9–21, 2020, doi: <https://doi.org/10.1002/csr.1769>.
24. W. G. Kim, S. McGinley, H. M. Choi, and C. Agmapisarn, "Hotels' environmental leadership and employees' organizational citizenship behavior," *Int. J. Hosp. Manag.*, vol. 87, no. September, p. 102375, 2020, doi: <https://doi.org/10.1016/j.ijhm.2019.102375>.

25. S. K. Singh and A. P. Singh, "Interplay of organizational justice, psychological empowerment, organizational citizenship behavior, and job satisfaction in the context of circular economy," *Manag. Decis.*, vol. 57, no. 4, pp. 937–952, 2019, doi: <https://doi.org/10.1108/MD-09-2018-0966>.
26. A. A. A. Alhashedi, B. Bardai, M. M. M. Al-Dubai, and M. A. Alaghbari, "Organizational citizenship behavior role in mediating the effect of transformational leadership on organizational performance in gold industry of Saudi Arabia," *Bus. Theory Pract.*, vol. 22, no. 1, pp. 39–54, 2021, doi: <https://doi.org/10.3846/btp.2021.12774>.
27. S. Lavy and H. Littman-Ovadia, "My Better Self: Using Strengths at Work and Work Productivity, Organizational Citizenship Behavior, and Satisfaction," *J. Career Dev.*, vol. 44, no. 2, pp. 95–109, 2017, doi: <https://doi.org/10.1177/0894845316634056>.
28. N. Ribeiro, A. P. Duarte, and R. Filipe, "How authentic leadership promotes individual performance: Mediating role of organizational citizenship behavior and creativity," *Int. J. Product. Perform. Manag.*, vol. 67, no. 9, pp. 1585–1607, 2018, doi: <https://doi.org/10.1108/IJPPM-11-2017-0318>.
29. M. A. Uddin, M. Mahmood, and L. Fan, "Why individual employee engagement matters for team performance?: Mediating effects of employee commitment and organizational citizenship behaviour," *Team Perform. Manag.*, vol. 25, no. 1–2, pp. 47–68, 2019, doi: <https://doi.org/10.1108/TPM-12-2017-0078>.
30. J. Čulibrk, M. Delić, S. Mitrović, and D. Čulibrk, "Job satisfaction, organizational commitment and job involvement: The mediating role of job involvement," *Front. Psychol.*, vol. 9, no. FEB, pp. 1–12, 2018, doi: <https://doi.org/10.3389/fpsyg.2018.00132>.
31. G. Wang, Q. He, X. Meng, G. Locatelli, T. Yu, and X. Yan, "Exploring the impact of megaproject environmental responsibility on organizational citizenship behaviors for the environment: A social identity perspective," *Int. J. Proj. Manag.*, vol. 35, no. 7, pp. 1402–1414, 2017, doi: <https://doi.org/10.1016/j.ijproman.2017.04.008>.
32. T. T. Luu, "CSR and organizational citizenship behavior for the environment in hotel industry: The moderating roles of corporate entrepreneurship and employee attachment style," *Int. J. Contemp. Hosp. Manag.*, vol. 29, no. 11, pp. 2867–2900, 2017, doi: <https://doi.org/10.1108/IJCHM-02-2016-0080>.
33. Z. Han, Q. Wang, and X. Yan, "How responsible leadership motivates employees to engage in organizational citizenship behavior for the environment: A double-mediation model," *Sustain.*, vol. 11, no. 3, 2019, doi: <https://doi.org/10.3390/su11030605>.
34. N. Anwar, N. H. Nik Mahmood, M. Y. Yusliza, T. Ramayah, J. Noor Faezah, and W. Khalid, "Green Human Resource Management for organisational citizenship behaviour towards the environment and environmental performance on a university campus," *J. Clean. Prod.*, vol. 256, p. 120401, 2020, doi: <https://doi.org/10.1016/j.jclepro.2020.120401>.
35. S. H. J. Chan and H. Y. I. Lai, "Understanding the link between communication satisfaction, perceived justice and organizational citizenship behavior," *J. Bus. Res.*, vol. 70, pp. 214–223, 2017, doi: <https://doi.org/10.1016/j.jbusres.2016.08.017>.
36. S. Indarti, Solimun, A. A. R. Fernandes, and W. Hakim, "The effect of OCB in relationship between personality, organizational commitment and job satisfaction on performance," *J. Manag. Dev.*, vol. 36, no. 10, pp. 1283–1293, 2017, doi: <https://doi.org/10.1108/JMD-11-2016-0250>.
37. C. Miao, R. H. Humphrey, and S. Qian, "A cross-cultural meta-analysis of how leader emotional intelligence influences subordinate task performance and organizational citizenship behavior," *J. World Bus.*, vol. 53, no. 4, pp. 463–474, 2018, doi: <https://doi.org/10.1016/j.jwb.2018.01.003>.

38. T. T. Luu, “Green human resource practices and organizational citizenship behavior for the environment: the roles of collective green crafting and environmentally specific servant leadership,” *J. Sustain. Tour.*, vol. 27, no. 8, pp. 1167–1196, 2019, doi: <https://doi.org/10.1080/09669582.2019.1601731>.
39. T. Farid, S. Iqbal, J. Ma, S. Castro-González, A. Khattak, and M. K. Khan, “Employees’ perceptions of CSR, work engagement, and organizational citizenship behavior: The mediating effects of organizational justice,” *Int. J. Environ. Res. Public Health*, vol. 16, no. 10, 2019, doi: <https://doi.org/10.3390/ijerph16101731>.

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter’s Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter’s Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

