

# THE INFLUENCE OF WORK SATISFACTION AND WORK STRESS ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR THROUGH ORGANIZATIONAL COMMITMENT AS INTERVENING VARIABLE AT PT ASABRI (PERSERO), SUMATERA REGION

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**Abstract**— PT ASABRI (Persero) is a social life insurance company which is required by law and gives financial protection for the Indonesian soldiers, Police officers, and employees who work for them. Today, the company is doing business and cultural transformation until 2021 in order to increase the welfare of ASABRI participants by developing sustainable social insurance benefit and service system. The development of this service system should be accompanied by the increase in OCB (Organizational Citizenship Behavior), supported by the increase in work satisfaction. The objective of the research was to find out and to analyze the influence of work satisfaction and work stress with organizational commitment on OCB at PT ASABRI (Persero), Sumatera Region. The Data were gathered by distributing questionnaires to 48 respondents and analyzed by using path analysis with an SPSS Version 16.0 software program. The result of the research showed 1) work satisfaction positive and significant influence of on organizational commitment at PT ASABRI (Persero), Sumatera Region, 2) work stress had negative and significant influence on establishing employees' organizational commitment, 3) work satisfaction had positive and significant influence on OCB at PT ASABRI (Persero), Sumatera Region, 4) work stress had positive and significant influence on OCB, 5) organizational commitment had positive and insignificant influence on the establishment of OCB, 6) work satisfaction had positive and significant influence on OCB through organizational commitment at PT ASABRI (Persero), Sumatera Region, and 7) work stress had negative and insignificant influence on OCB through organizational commitment.

**Keywords**—*Job Satisfaction, Job Stress, Organizational Commitment, Organizational Citizenship Behavior*

## I. INTRODUCTION

This template, modified in MS Word 2007 and saved as a “Word 97-2003 Document” for the PC, provides authors with most of the formatting specifications needed for preparing electronic versions of their papers. All standard paper components have been specified for three reasons: (1) ease of use when formatting individual papers, (2) automatic compliance to electronic requirements that facilitate the concurrent or later production of electronic products, and (3) conformity of style throughout a conference proceedings. Margins, column widths, line spacing, and type styles are built-in; examples of the type styles are provided throughout this document and are identified in italic type, within parentheses, following the example. Some components, such as multi-leveled equations, graphics, and tables are not prescribed, although the various table text styles are provided. The formatter will need to create these components, incorporating the applicable criteria that follow.

The business world today is faced with the era of global market competition with each organization faces tough competition with other companies so that the company must be careful in managing the business capital either in the form of technology, funds, and human resources owned by the company.

Companies generally believe that to achieve excellence must cultivate the individual performance because individual performance affects team performance and ultimately affects overall organizational performance. In addition, the organization will succeed if the employee is not

only doing the main task but also willing to do 2 extra tasks like to cooperate, volunteer to do extra work, help one another, give advise, actively participate, provide extra service to the Indonesian Armed Force Soldiers, avoid unnecessary conflicts, and is willing to use their working time effectively. Prosocial behavior or extra acts that exceeds the description of the roles defined in such an organization is referred to as Organizational Citizenship Behavior (OCB).

The observation results and a short interview with several employees of PT ASABRI (Persero) obtained the information that employees show the low behavior of OCB such desire to help boss though outside office hours without additional rewards, willingness to help colleagues's who are absent or replace co-worker who was resting day, complaining to his work, are still slow in following the development and changes in the company and an indifferent attitude to receive criticism from colleagues. The attitude of OCB is also indicated by the low employee's desire to follow the company's activities which are held after or outside working hours for various reasons.

The success of the company is highly dependent on the feedback is given by employees in the form of job satisfaction, however in PT ASABRI (Persero) job satisfaction is felt decreased due to the promotional opportunity proved less clear, where there is still no company decision related to career guidance regulations such as years of work period to the position and minimum education to occupy a position. In addition, employees also have a feeling of dissatisfaction with the grade received in comparison with the work period has passed and the workload it has. Employees who applied from civil society have a lower grade than employees who have retired early from military/police academy/civil servant of Kemhan whose service period in military included in the grade determination in 2012 up to this time. Then employees in the branch office feel their career paths is no attention from the head office.

People often compare organizational commitment with how long and amount of time and energy an employee pays to work without expecting any rewards from the company. In fact, many employees survive in a company just because of the salary or bonuses it receives.

The indication of low organizational commitment to employees of PT ASABRI (Persero) is illustrated by the lack of a sense of kinship within the company that causes some employees feel less comfortable to live in this company. This phenomenon can be identified from the percentage of employee late level PT ASABRI (Persero) in 2011 - 2016. The high level of employee absenteeism PT ASABRI (Persero) has shown low job satisfaction and employee commitment to work.

Table 1  
Employee Late Level

Year	Employees Coming Late (Person)	Total Employee (Person)	Percentage of Late
2011	N.A	521	N.A
2012		540	

Table 1. Cont

2013		534	
2014	397	534	74.34%
2015	361	523	69.02%
2016	338	501	67.47%

Source: PT ASABRI (Persero)

From a short interview with several employees of PT ASABRI (Persero) explained that their work experience has made their organizational commitment is low due to unclear yet career coaching. Other than that the desire moving to another company is also influenced by the consideration that life would be disrupted if decided out of the company so employees desire to survive.

In addition to minimizing dissatisfaction, the company also strives to minimize work stress on each employee. This initial observation of work stress taken on the sub-department service of PT ASABRI (Persero) Medan Branch Office seen the workload of claim payment and entry SPTB high as presented in Table 2 and Table 3

Table 2

Activity Of Paying Insurance Benefit

Period	Confirmation Letters Unpaid	Outstanding Confirmation Letter Unpaid	Outstanding Prosentage
2012	28	13	46.43%
2013	191	181	94.76%
2014	28	11	39.29%
2015	31	4	12.90%

Table 3

Entry SPTB

Period (2016)	Pension		Total	Entry	Balance	Prosent age
	Cash	Acc				
Sem I	9.568	6.659	16.227	11.557	4.670	28.77%
Sem II	9.729	7.387	17.116	4.323	3.064	41.48%

Source: Doc PT ASABRI (Persero)

Branch of Medan (2017)

From Table 2 it can be seen that Confirmation Letter in Medan branch in 2012-2015 is still unpaid until 2016 has a high percentage. This is because participants are difficult to contact and do not have the address by ASABRI database thus causing the increase workload of employees to find the existence of participants. Table 3 shows the percentage of 41,48% SPTB in Medan branch are still not been in-entry. This is due to the main job of the staff is pile up and for entry data is not comparable with the number of SPTB to be in-entry. Therefore the employees often experience stress such as physiological symptoms e.g. headaches, migrants, heart attacks and psychological symptoms e.g. the onset of tension, anxiety, irritability, boredom, and decreased productivity, past the hour

of rest/eating, cigarette consumptions and anxiety, and increased absences such as Table 4

Table 4  
Illness Level In Kancab Medan

Year	Total Employee (Person)	Sick (Person)	Days of Sick
2014	14	5	15
2015	14	7	22
2016	14	8	19

Source : Doc PT ASABRI (Persero)  
Branch of Medan (2017)

Table 4 shown that employees of PT ASABRI (Persero) Medan 8 employees were sick in 2016 with total absence days is 19 working days. This cause pilling jobs and hinder the effectiveness of office operations.

## II. LITERATURE REVIEW

### A. Job Satisfaction

Job satisfaction is a common attitude toward a person's job, the difference between the number of rewards received by the number of employees believe they should receive [1]. In relation to job satisfaction, specifically mentioned relevant aspects of job satisfaction consisting of job satisfaction, salary, promotion, co-workers and supervisors. Meanwhile, Blau (1998) suggests in addition to the things mentioned above, job satisfaction is also relevant to the assessment of achievement [2]. This means that:

a. Job satisfaction is the satisfaction of any treatment they receive in the workplace, including satisfaction with job evaluation, selection, facilities and benefits, incentives, or dismissals.

b. Job satisfaction is not a single-dimensional concept, but rather dimensionless, one may be satisfied with one dimension, but not satisfied with the other.

There is a difference between the determinants of satisfaction and dissatisfaction. They said the cause of satisfaction is the work itself such as recognition, successful implementation, and development and responsibility [3]. There are six main factors that affect employee job satisfaction as shown in the picture below.



Figure 1

Job Satisfaction Components

### B. Job Stress

Work stress can be understood as a situation where a person faces a task or job that can not or can not be reached by his ability [4]. Stress is an adaptive response to an external situation (environment) that results in psychological physical and/or behavioral irregularities in organizational members [5]. So it can be concluded, job stress is a feeling of distress experienced by employees in the face of work. Symptoms of work stress seen from unstable emotions, feelings of calmness, aloofness, insomnia, excessive smoking, anxious, worried, nervous, blood pressure increases and indigestion.

The factors causing employee stress are [6]:

1. The workload is difficult and overwhelming.
2. Unfair and reasonable pressure and attitude of leaders.
3. Insufficient time and work equipment.
4. Conflict between the person and the leader or working group.
5. The services from company are too low.
6. Family problems such as children, wife, in-laws, and others.

There are 3 categories of work stress triggers are [7]:

1. Environmental factors
2. Company factors
3. Personal factors

### C. Organizational Commitment

According to Griffin, organizational commitment is an attitude that reflects the extent to which an individual knows and tied to his organization. The organizational commitment defines as an individual's circumstance with the organization and its goals and intentions to maintain its membership in the organization [8]. Hence a commitment to a high organization means linking to the organization that employs it.

There are three components of commitment [9]:

1. affective commitment is the level of psychological attachment to the organization based on how well the feelings about the organization. This kind of commitment arises and develops by the encouragement of comfort, security, and other perceived benefits in an organization that it does not acquire from other places or organizations.
2. Continuance commitment is the member's psychological to the organization because of the cost that he assumes as a consequence out organization. Members will calculate the benefits and efforts over involvement in or become members of an organization. Members will tend to have staying or high commitment in membership if the effort resulting out of organization is higher.
3. Normative commitment is the psychological attachment to the organization because of moral obligation to maintain relationships with organization. In this regard

something that encourages members to stay and make contribute to the existence of an organization.

**D. Organizational Citizenship Behavior**

Organizational citizenship behavior (OCB) is an individual contribution that outperforms the role of the workplace and is rewarded by the performance of the task, for example, if there is an employee willing to help his boss or co-worker to do work that is not in his contract, then she is said to have a good OCB.

OCB as an individual free behavior that is indirectly recognized by the formal system, and in an aggregate function effectively and efficiently within an organization [10]. If only one person, OCB has no significant impact against an organization, but according to Organs, if within an organization, in aggregate, its members have good OCB, the impact on the organization will be felt significantly.

Griffin and Moorhead say that OCB refers to the behavior of an individual who has a positive impact on his organization. According to Organ (1990), Organizational Citizenship Behavior consists of five key dimensions:

1. Altruism (Kepedulian)
2. Civic virtue
3. Conscientiousness
4. Courtesy
5. Sportsmanship

**E. Research Model**

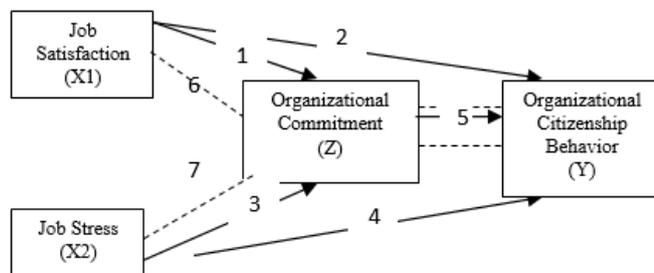


Figure 2. Conceptual Framework

**F. Hypothesis**

- H<sub>1</sub> = Variable job satisfaction positive and significant effect on organizational commitment at PT ASABRI (Persero) Regional Sumatera.
- H<sub>2</sub> = Variable job satisfaction positive and significant effect on organizational citizenship behavior at PT ASABRI (Persero) Regional Sumatera.
- H<sub>3</sub> = Variable job stress negative and significant effect on organizational commitment at PT ASABRI (Persero) Regional Sumatera.
- H<sub>4</sub> = Variable job stress negative and significant effect on organizational citizenship behavior at PT ASABRI (Persero) Regional Sumatera.
- H<sub>5</sub> = Variable Organizational commitment positive and significant impact on organizational citizenship

behavior at PT ASABRI (Persero) Regional Sumatera.

- H<sub>6</sub> = Variable job satisfaction positive and significant effect on organizational citizenship behavior through organizational commitment at PT ASABRI (Persero) Regional Sumatera.
- H<sub>7</sub> = Variable job stress significant negative effect on organizational citizenship behavior through organizational commitment at PT ASABRI (Persero) Regional Sumatera.

**III. METHODS**

This research is using descriptive research with a quantitative approach. This research was conducted at PT ASABRI (Persero) Regional Sumatera such as Banda Aceh, Medan and Palembang region with research time started from February – Mei 2017. In this study, there are three variables which are:

**A. Independent Variable**

Independent variable (X) is the variable that influence or which become the cause of the change in dependent variable, that is organizational citizenship behavior. The independent variables of this research are: Job Satisfaction (X1) and Job Stress (X2).

Job satisfaction (X1) is an emotional attitude/employee response to the aspect of his job. The dimensions of job satisfaction are: the work itself, salary, promotional opportunities, supervision, co-workers, working conditions. Job stress (X2) is a state of tension that creates a physical and psychological imbalance that affects the emotions, ways of thinking and the condition of an employee. According to Robbins there are three categories of work stress triggers are:

1. Environmental factors
2. Company factors
3. Personal factors

**B. Dependent Variable**

Dependent variable is variable that is affected or results of change of free variable, i.e. Organizational Citizenship Behavior (Y). OCB is an individual contribution i.e. cooperative and beyond demands in the workplace and is rewarded by the performance of the task. The OCB involves behavior including helping others, volunteering for extra tasks, obeying rules and procedures at work. There are five key dimensions of organizational citizenship behavior: altruism, civic virtue, conscientiousness, courtesy, sportsmanship.

**C. Intervening Variable**

Intervening variables in this study is the organizational commitment (Z). Organizational commitment in PT ASABRI (Persero) is employee who knows and sees himself as a true member of PT ASABRI (Persero). There are three dimensions of organizational commitment consisting of:

1. Affective commitment is psychological/emotional being bound and involvement in the organization. In this case the individual settled in an organization because of his desires.
2. Continuous commitment is a commitment based on consideration of what is sacrificed when leaving the organization.
3. Normative commitment is a feeling obligated to continue to be in the company.

Researchers used a Likert scale to measure each variable [11].

Table 5

Likert Instrument Scale

Skala	Skor
Strongly Agree (SA)	5
Agree (A)	4
Neutral (N)	3
Disagree (D)	2
Strongly Disagree (SD)	1

This research is done through survey approach by distributing questionnaires to 48 employees of PT ASABRI (Persero) Regional Sumatera.

Data used in this study researchers were:

1. Primary data:

This data is gathered from primary source or the respondent by asking questions related to the non-physical work environment, job insecurity, motivation and performance of employees of outsourced business support PT. Cellular Telecommunications Branch Medan.

2. Secondary data

Secondary data obtained by researchers is data collected from archived data PT ASABRI (Persero) since 2011 until 2016.

#### IV. TECHNICAL DATA ANALYSIS

##### A. Test Validity

Validity test used to determine if there are any questions on the questionnaire valid or invalid, because it was considered irrelevant. If  $r_{count} \geq r_{table}$ , means the questionnaire is valid. If  $r_{count} < r_{table}$  means the questionnaire is invalid. If Corrected Item-Total Correlation value each questionnaire more 0.361 then the questionnaires is valid [12]

##### B. Test Reliability

Test reliability is an index indicating the degree to which a tool used to measure trustworthy or reliable. According Ghozali [13] the questions which were declared invalid in the validity of the test will be determined if the criteria of reliability with value Cronbach's Alpha  $\geq 0.60$  then the question is reliable.

##### C. Classical Assumption Test

The testing classic assumption will be made by:

- a) Residual Normality Test
- b) Test heterokedastisitas
- c) Test Multicollinearity

##### D. Descriptive Analysis Method

Descriptive analysis is the analysis used in a way to formulate and interpret the data so that it can provide a clear picture through the collection, compilation, and can analyze the data so it can be a general overview company to be researched [14].

##### E. Path Analysis Method (Path Analysis)

Is used to analyze the relationship between variables, with the aim to determine the effect, directly or indirectly, a set of independent variables (exogenous) to the dependent variable (endogenous) [15]

Sub-Model 1

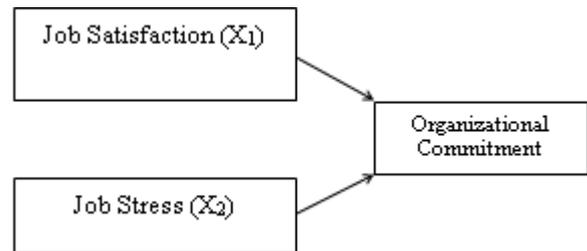


Figure 3 Sub-Model I Path Analysis for Structural Equation

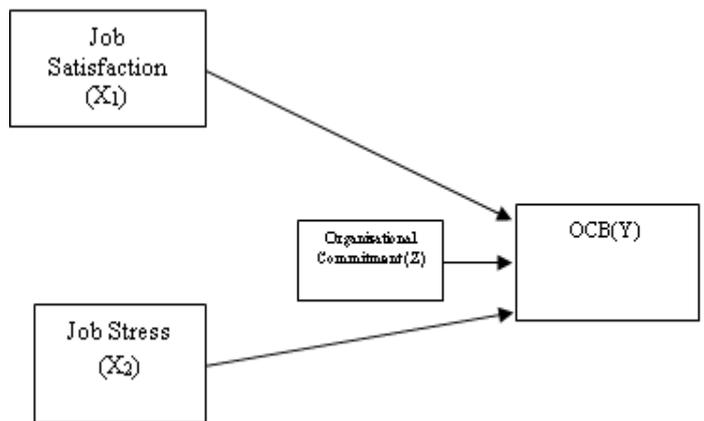


Figure 4 Sub-Model II Path Analysis for Structural Equation

Where:

- X1 = Job Satisfaction
- X2 = Job Stress
- Z = Organizational Commitment
- Y = OCB

Diagram of lines in the image above consists of two structural equation, where X1 and X2 are the exogenous variables, while Z and Y are endogenous variables. Equation structural can be structured as follows:

$$Z = a + b_1X_1 + b_2X_2 + e_1 \quad (3.1)$$

$$Y = a + b_3X_1 + b_4X_2 + b_5Z + e_2 \quad (3.2)$$

**V. RESULTS AND DISCUSSION**

**A. Validity and Reliability Test**

Validity test results throughout the questions needs for declared invalid. Reliability testing is the instrument to test a questioner as an indicator of each variable.

**B. Classical Assumption Test**

**1. Normality Test**

Normality test results are as follows:

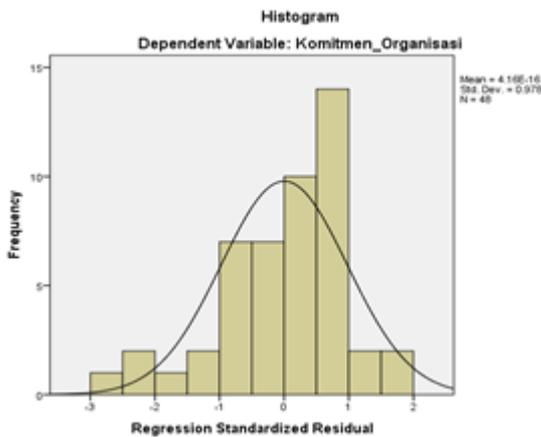


Figure 5. PP-Plot Graphs

Histogram above results showed that the distribution histogram of the data residuals follows a normal distribution pattern distribution histogram which approximates the shape of a bell.

**2. Multicollinearity Test**

Multicollinearity test results can be seen in the following table:

Table 6

Results Multicollinearity Test

Model		Coefficients	
		Collinearity Statistics	
		Tolerance	VIF
1	KK	.999	1.001
	SK	.999	1.001

a. Dependent Variable: KO

Table 6 provides information that tolerance values > 0.1 means that there were no symptoms of multicollinearity. Similarly, VIF (Variance Inflation Factors) < 5.0 means no symptoms multikolinieritas.

**3. Heterokedastisitas Test**

Heterokedastisitas test results can be seen in the following figure:

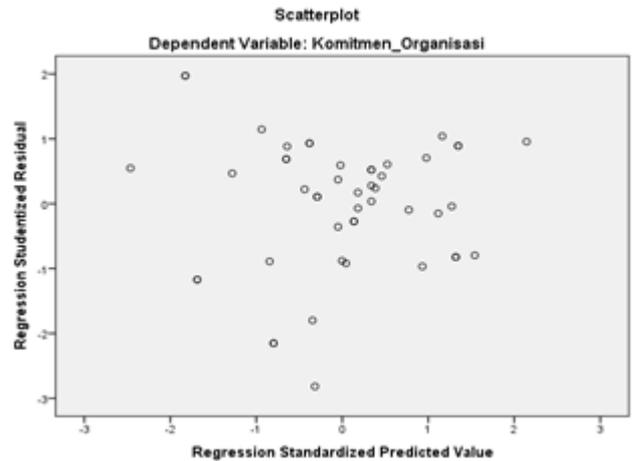


Figure 6. Scatterplot Graph

Figure 6 demonstrates that residual data distribution is homokedastisitas where the spread of residual data spreads evenly all over the place without forming a specific pattern. Thus it can be said that this model is free from problems heterokedastisitas.

**C. Path Analysis**

Job Satisfaction (X1) and Job Stress (X2) Organizational Citizenship Behavior (Y) through Organizational Commitment (Z) - Testing Sub Model 1.

Table 7

Model Summary Sub Model 1

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.650 <sup>a</sup>	.422	.397	.4205	2.025

a. Predictors: (Constant), Job\_Stress, Job\_Satisfaction

b. Dependent Variable: Organizational\_Commitment

Table 7 shows the predictive ability of the model study sub-models 1. Where the adjusted R-square value (R2) of 0.397 means that the variable X1 (Job Satisfaction) and X2 (Job Stress) can explain 39,7% of the variance of the dependent variable Z (Organizational Commitment). The resting variance data 60,3% is explained by other factors not examined in this research model.

While the partial effect of the two independent variables (X1 and X2) on the dependent variable Z can be explained in Table 8 below:

Table 8  
Coefficient Sub Model 1

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.580 <sup>a</sup>	.336	.291	.5384	1.529

a. Predictors: (Constant), Komitmen\_Organisasi, Stres\_Kerja, Kepuasan\_Kerja

b. Dependent Variable: OCB

The table provides information on the value of R-Square (R<sup>2</sup>) of 0.291 or it can be interpreted that the variable X1 (Job Satisfaction) and X2 (Job Stress) and the variable Z (Organizational Commitment) was able to explain 29.1% variance of the dependent variable Y (the employee's performance). The resting variance data 70,9% is explained by other factors not examined in this research model.

While the partial effect of variable X1, X2 and Z on the dependent variable Y can be explained by the following Table 10.

Table 9  
Coefficient Sub Model 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	35.450	10.049		3.528	.001
KK	.352	.140	.398	2.513	.016
SK	.019	.105	.023	.179	.859
KO	.289	.191	.244	1.513	.137

a. Dependent Variable: OCB

$$Y = 0.398 X1 + 0.023 X2 + 0.244 Z + e2$$

#### D. Testing Hypotheses

Table 10  
Testing Hypotheses

Hypothesis	Coefficient Strip.	Sig	Conclusion
H <sub>1</sub> Job satisfaction has a positive and significant influence on organizational commitment at PT ASABRI regional Sumatera	0,616	0,000	Accepted

Table 10, cont

H <sub>2</sub> There is a negative and not significantly impact of job stress on organizational commitment at PT ASABRI regional Sumatera	-0,184	0,111	Not Accepted
H <sub>3</sub> Job satisfaction has a positive and significant impact of OCB at PT ASABRI regional Sumatera	0,398	0,016	Accepted
H <sub>4</sub> There is a negative and not significantly impact of OCB at PT ASABRI regional Sumatera	0,023	0,859	Accepted
H <sub>5</sub> organizational commitment has a positive impact and not significant on OCB at PT ASABRI regional Sumatera	0,244	0,137	Not Accepted
H <sub>6</sub> There is positive and significant influence of Job satisfaction on OCB through organizational commitment at PT ASABRI regional Sumatera	0,150	0,050*	Accepted
H <sub>7</sub> There are negative and not significantly effect of Job stress on OCB through organizational commitment at PT ASABRI regional Sumatera	-0,045	0,183*	Not Accepted

## VI. CONCLUSION

### A. Research Conclusions

The results of this research conducted hypothesis are able to answer the following conclusion:

1. There is a positive and significant effect of job satisfaction on organizational commitment at PT ASABRI regional Sumatera. If employees become more satisfied in working, then the employee's commitment to company also increases.
2. Job stress does not significantly affect the organizational commitment of an employee of PT ASABRI Regional Sumatera.
3. Job satisfaction has a positive and significant affect on Organizational Citizenship Behavior. This indicates that the more satisfied employees in work, the higher the extra behavior given to the company.
4. Job stress has positive and insignificant effect on corporate citizenship behavior. The level of employee job stress will not encourage nor decrease the behavior of corporate citizenship that gives extra behavior to the company.
5. Organizational commitment gives positive and insignificant influence in creating OCB behavior. This suggests that the high of organizational commitment does not necessarily make a person to do OCB.
6. Organizational commitment significant as mediation of job satisfaction to organizational citizenship behavior. Job satisfaction will also create a commitment that impacts on improving corporate citizenship behavior. The influence of this mediation further increases the effect of total satisfaction on the behavior of corporate citizenship and concludes that job satisfaction is the key to building the expected behavior.
7. Organizational commitment can not be a significant mediator in the influence of job stress on the behavior of corporate citizenship.

#### B. Suggestion

1. PT ASABRI (Persero) need to pay more attention to job satisfaction by knowing in advance the wishes and needs of employees both at the head office and at the branch office. Manager at branch office as an extension of management should listen and accommodate the desires and needs of employees to achieve the same goals. This can be done by providing periodic rewards e.g. semester or yearly for the best employees, such as vacation packages, hotel vouchers, other souvenirs. The rewards are not only rewards due to years of service but acknowledgment of the contributions they have made.
2. Management PT ASABRI (Persero) is expected to pay attention to the development and career coaching of each employee. This is due to the low employee job satisfaction towards career development opportunities and promotion, especially in branch offices because employees feel their circumstances are not noticed by the head office. This can be seen

from the grade of employees in branch offices that have been more than four years did not promote when employees feel never to have a violation that hampers his career. PT ASABRI (Persero) needs to review the existing merit system rules and guidance career regulations that exist today. On the other hand should be assessed to all employees on a regular basis that can describe job satisfaction, job stress, organizational commitment and employee OCB behavior.

3. In increasing the organizational commitment, PT ASABRI (Persero) through the branch office and the head of the sub-branch office can be more assured to the employee that the perception of the organization is the same as what he wants. If the perception of employees with what the company is aiming in line then will realize the objective alignment that will have a positive impact on the company and the employees themselves. In addition, the provision of clear information about existing policies organized at this time is also important to maintain the commitment of employee organizations, especially in the sense of pride employees become part of the company, by introducing to members of the company profit (profit) organization and plan achievement of profit and development of the company in the year -the coming year. This can be done by providing AWARD for employees who are highly committed to the company, the sharing of ASABRI booklet/magazine on a regular basis. In this way the organizational commitment of employees will be maintained.
4. PT ASABRI (Persero) must improve the corporate citizenship behavior (organizational citizenship behavior) that has been running well that impact on improving organizational effectiveness. OCB owned by employees should not be forced, should grow with self-awareness, this can arise if the fellow employees have strong ties, a good sense of tolerance and low conflicts within the organization. Companies can also apply policies to increase OCB employees in terms of timeliness to come to the office. Rewards can be in the form of recognition, praise, and plaque. This OCB behavior can be gained through improving employee interpersonal relationships and the impact of the work imposed on them.

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