

The Influence of Workload, Work Culture, and Job Satisfaction on Organizational Citizenship Behaviour at PT Bank Sumut

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ABSTRACT

Organizational Citizenship Behaviour (OCB) is important to company success because in general organizations cannot rely solely on formal job descriptions to predict all of their organizational behavior. The importance of researching OCB in banking companies is because banking companies have intense competition so there are many things that employees must do to work according to the target. Therefore, it can be said that the contribution of OCB is a contributor that will benefit in the future. This research was conducted on PT Bank Sumut employees totaling 160 non-management employees. Data analysis uses the F test and multiple linear regression analysis. Research results show that workload has a significant impact on OCB work culture has a significant impact on OCB and job satisfaction has a significant impact on OCB. OCB is also affected by work culture and job satisfaction. The magnitude of the influence of workload, work culture and job satisfaction in influencing OCB is 64%. This study aims to determine the effect of workload, work culture and job satisfaction on OCB.

Keywords: Job Satisfaction, Organizational Citizenship Behaviour, Work Culture, Work Load

INTRODUCTION

Banking sector is one such sector which has a great impact on the economy of the country. A bank is an intermediary organization that collects funds from society and distributes them to the community to improve living standards. It takes the input of the right employees to move the bank forward. Employees are a valuable asset that determines the success of a bank. A bank as a company depends on its employees. Employees play an important role in achieving company goals. When employees like to do their best and have a great psychological desire to achieve results related to their work it helps in achieving organizational goals so employee or human resource management is very important. The mental state of employees should be the focus of company management in human resource management.

Organizational Citizenship Behavior (OCB) is the behavior or activity of an employee based on his own choice which is not part of his job description, but supports the company effectively (Robbins & Judge, 2017). OCB is not contained in the job description and is not rewarded by the company, employees who have OCB act of their own choice or voluntarily (Luthans, Purwanti, & Yuwono, 2006). 4 Dimensions of organizational citizenship behavior according to Organ et al (2006) are altruism, courtesy, conscientiousness, sportsmanship, and civic virtue.

Benevolence measures the voluntary behavior of employees who help colleagues who are facing obstacles or problems. Courtesy measures the behavior of employees who always maintain good relations among employees to avoid internal problems among colleagues in the organization. Conscientiousness measures employee behavior that consistently exceeds company expectations such as arriving before work hours. Sportsmanship then measures the behavior of employees who accept or tolerate company decisions or conditions even if they are less than ideal. Finally, citizenship values measure the behavior of employees who are concerned about the sustainability of the organization and are always moving forward. Organized by the company. Companies with employees with high OCB have better company performance than employees with low OCB. Examples of OCB behaviors include helping coworkers make good recommendations to the company being willing to work overtime of their own choosing and tolerating unpleasant situations in the work environment (Robbins & Judges, 2017).

It is important that the OCB behavior carried out by an employee is beneficial to the organization where the employee works. The company hopes its employees can take positive action, even if they are not included in its given tasks, employees will benefit if they can contribute positively. An employee's ability to join a company depends on the goals the organization wants to achieve. An employee's contribution to the organization will be higher if the organization can provide what the employee wants. Employee contributions in increasing company productivity are very necessary to improve employee performance. Borman and Motowidlo (Novliadi, 2006) argue that OCB can improve organizational performance due to behavior it is the "lubricant" of the organization's social machine. In other words, behavior. This makes social interactions between members of the organization smoother, reducing the possibility of conflict and increasing efficiency. George in Kelana (2009) emphasizes the importance of OCB to organizational success because basically it is impossible for an organization to anticipate all organizational behavior just by relying on officially stated job descriptions. Research related to OCB is currently interesting. Many companies, especially banks, have implemented a teamwork system where flexibility is very important. Besides, many changes have occurred in the organization in Indonesia, such as downsizing by reducing the number of workers. This policy has an impact on changes such as changes in employee duties and obligations, the organization's expectations of employees be more

creative in finding new ways to increase work efficiency, as well as paying special attention to absenteeism and tardiness. at workplace. When an organization reduces its number of employees, it becomes more dependent on the remaining employees to do things outside of their duties. Become an employee expected to demonstrate OCB. Organizations require their employees to demonstrate OCB behavior such as make constructive statements about the work group and its organization, help other employees in the group, avoid unnecessary conflicts, respect the rules of the organization. OCB can reduce its occurrence conflict and improve work efficiency. Therefore, indirectly this behavior can provide positive results for the company, both for its own goals and for social life within the company.

Additionally, organizations need individuals who are willing to put in more effort than is typically assigned to them, and a lot of evidence shows that organizations whose employees have these organizational citizenship behaviors will outperform organizations without them who have this organizational citizenship behavior: lack of organizational citizenship behavior. Because it has employees with high organizational citizenship behavior will improve employee performance and improve company performance. Organizational citizenship behavior is important to support the effectiveness of organizational functioning, especially in the long term.

According to Organ, Podsakoff, and MacKenzie (2006), OCB affects organizational performance for several reasons: (1) It can help increase co-workers' productivity; (2) It can help increase management productivity; (3) It can help rationalize the use of organizational resources for productive purposes; (4) It can reduce the need to provide general organizational resources for employee retention purposes; (5) It can be used as an effective basis for coordinated activities between team members and across work groups; (6) It can increase the organization's ability to attract and retain trustworthy human resources; (7) It can increase the stability of organizational performance; and (8) It can increase the organization's ability to adapt more effectively to changes in its environment.

OCB is recognized as an important measure of organizational behavior and is considered essential in the field related to employee performance. OCB has been recognized as a diverse organization and has expanded significantly over the past several decades in its research in the fields of work psychology and organizational behavior. However, although many studies have examined the aspects and importance of organizational citizenship behavior in the workplace, the nature of work has changed and with this transformation, these behaviors have suffered the consequences, leading to the need to broaden our view of society. The context that instills such behavior (Kee et al., 2021).

Given the many benefits of OCB, it is important for a company to know the level of OCB of its employees and study the factors that can increase OCB. Based on observations of employees of PT Bank Sumut, it is apparent that some employees have low OCB. This can be seen that there are still employees who are not willing to help co-workers on the grounds that it is not their job responsibility. There are also employees who are unwilling or do not like being told to work overtime, do not use working hours effectively, and there is still a lack of coordination between departments which often do not seem to support each other. Based on these observations it can be seen that OCB at PT Bank Sumut must be increased.

LITERATURE REVIEW

Organizational Citizenship Behaviour

Organ, Podsakoff, and Mackenzie (2006) argue that OCB is behavior that is free in making decisions in the circumstances faced explicitly which will encourage organizational functions to be more effective and efficient. Citizenship behavior according to Robbins and Judge (2017) is the behavior of freedom in determining which is not part of the formal job requirements of employees that contribute to the psychological and social environment of the workplace. George and Jones in Tristiani, Gama, and Astiti (2021) argue that OCB is behavior that goes beyond the call of duty, namely behavior that is indirectly needed by members, but is still needed for the effectiveness of an organization.

Organ, Podsakoff, and Mackenzie (2006) suggested that OCB has five possible dimensions used as indicators in this research, include: (1) Helping behavior (altruism): Employee behavior in helping colleagues when they encounter difficulties in carrying out organizational duties and personal matters; (2) Seriousness in work (awareness): Specifically, behavior expressed through employee sincerity in working, when employees work outside their job description organization; (3) Prioritize the common good (civil ethics): Is the behavior engaging and desirable organizational survival; (4) High tolerance (sports spirit): Employee behavior that is willing to accept bad conditions without complaining; and (5) Be polite: Know how to behave politely to avoid conflict between individuals.

Workload

According to Koesomowidjojo (2017), there are several indicators there is so much work that needs to be done. The number of employees is as follows. Vanchapo (2020: 1), workload is a process or activity that must be completed immediately by workers within a certain time period. If a worker can complete and adapt to a particular task, then this does not constitute a workload. However, if employees do not achieve these tasks and activities become a workload.

Working Conditions

In this case what we want to talk about is the level of working conditions employees to fully understand their jobs. For example, the level of knowledge and abilities of employees master the machines used to achieve the goals at hand together.

Use Work Time

Of course, use it at the right time according to the specified Standard Operating Procedure (SOP) will reduce employee workload. however, sometimes one the company does not have a consistent SOP to implement the SOP, no irregular time use among employees tends to be more serious, narrow.

Goals to be Achieved

Indirectly, work goals are determined by employees affects the amount of work received by workers. Imbalance between expected execution time and workload with the workload, the workload will become greater felt by employees.

Work Culture

Work culture is a basic mindset or mental program can be used to improve work efficiency and human cooperation belongs to a group of people. Apart from sharing work culture into two factors, namely (Sulaeman, 2014): (1) Attitude towards work, especially work-related success other activities, such as relaxing or just getting satisfaction being busy with your own work or feeling obliged to do something just to survive; and (2)

Diligent, dedicated, and responsible work style, careful, thorough, eager to learn duties and obligations, such as helping colleagues or vice versa. Work culture is now practiced in every organization. Because with the existence of a work culture, policies and work culture values implemented by the organization require all employees to comply with established regulations. Therefore, work culture is considered very important in the banking world. Because In banking institutions it is synonymous with discipline.

Job Satisfaction

Job satisfaction is employees attitude toward work in relation to issues related to working conditions cooperation between employees rewards received at work and physical and psychological factors (Sutrisno 2019). Handoko (1990) defines job satisfaction as employees satisfaction with whether or not he or she earns income from his or her job. According to Afandi (2018), job satisfaction indicators are as follows: (1) Work does the content of the work carried out by someone contain elements satisfactory; (2) Wages: The amount of compensation a person receives for carrying out work that is considered fair horsepower; (3) Promotion: An opportunity for someone to develop through promotion. It is about whether it is possible to achieve career advancement while working; (4) Supervisors: People who always give orders or instructions in carrying out work; and (5) Work colleague: People who frequently interact during the implementation of work. A person may find his coworkers very pleasant or unpleasant.

Influence of Workload on Organizational Citizenship Behaviour

According to Erat, Kitapci, and Çömez (2017), work overload is various pressures that affect perceived individual performance and reactions individuals that the amount of work done is incredible. Workload influenced by the amount of work to be done, time to complete the job, as well as individual competencies to complete the job. Individuals will have difficulty in helping others voluntarily when already experiencing overload with responsibilities he answered himself (Amruth & Kumar, 2019). Individuals with the condition work overload tends to respond by using up energy large, so the individual has little energy or attention to use to do work that is not included in the formal job description (Pooja, De Clercq, & Belausteguigoitia, 2016). This shows more and more workload faced individuals will reduce OCB attitudes because individuals are more focused on duties esponsibilities carried rather than helping others. Workload refers to the level of work activity within a certain period of time that must be completed by an individual, individual, or group. In everyday life, a workload must be completed within a predetermined time. When job demands are low, we know that someone is behaving well. When work pressure is high, people tend to run away when faced with a task.

Influence of Work Culture on Organizational Citizenship Behaviour

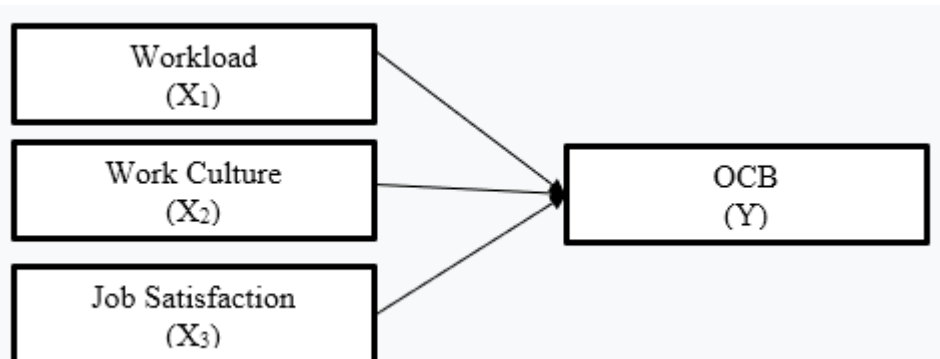
Work culture is a social environment that makes demands on everyone. The work culture that develops in the organization where they work will become an obligation for every citizen. Every member of the organization must be able to fulfill the behavior that is considered appropriate for the success of its function and role, and they will be punished for inappropriate behavior. Organizational culture is a basic pattern of thinking that is taught to new members so that they can feel, think and act correctly in everyday life. Organizational culture is a system of shared meaning among its members that differentiates one organization from another. The culture of an organization reflects the norms, values, and beliefs of its members. When an organization's culture fosters mutual respect, compassion, and active participation, the organization's citizenship behavior is more likely to develop. Rephrase A positive organizational cultural atmosphere must continue to be developed. The existence of a beneficial organizational culture causes self-motivation to grow to make a positive contribution to the organization. This shows that when organizational culture is implemented very well in an organization, the attitude of employees in that organization towards PKO will improve. A strong organizational culture and clear values help strengthen individual perceptions of the organization. When

individuals feel connected and have a strong identification with the organization, they tend to demonstrate organizational citizenship behavior as a form of support for the organization.

Influence of Job Satisfaction on Organizational Citizenship Behaviour

Employees who are satisfied with their jobs will exhibit organizational citizenship behavior. This is consistent with the study of Pradhiptya (2018) who concluded that there is a significant effect between job satisfaction and employee OCB. The higher the employees job satisfaction the higher the employees OCB behavior. This means that as employee job satisfaction increases employee OCB behavior also increases significantly. Based on the above theory and research it shows that there is a positive relationship between job satisfaction and organizational citizenship behavior. Job satisfaction is a general attitude towards work and consists of the difference between the amount of compensation an employee receives and the amount of compensation the employee thinks he should receive. Job satisfaction is an important factor for working individuals. Because the characteristics of each employee are different, their job satisfaction is also different, and the impact of job satisfaction is also different. The higher the employee's job satisfaction, the higher the employee's Organizational Citizenship Behavior. The lower the job satisfaction, the lower the employee's organizational citizenship behavior. It can be said that employees are satisfied with their OCB behavior and this influences the level of OCB.

Figure 1. Research Framework



H₁ : Workload affects the OCB of employees at PT Bank Sumut

H₂ : Work Culture affects the OCB of employees at PT Bank Sumut

H₃ : Job Satisfaction affects the OCB of employees at PT Bank Sumut

RESEARCH METHOD

The type of research conducted in this study is qualitative or causal research with a quantitative approach. This complementary causal study aims to determine the relationship between two or more variables. This study did not target all PT administrative staff. Sumut Bank has a total of 160 employees. The data collection technique in this study was the use of a questionnaire. The sources of data obtained in this study are primary and secondary data. Primary data was obtained from the distribution of questionnaires at PT Bank Sumut. This study obtained secondary data from PT Bank Sumut in the form of organizational history of number of employees and organizational structure.

RESULTS

Based on the results of hypothesis testing on the independent and dependent variables. then the following results are obtained.

Table 1. t Test Results

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.939	1.173		6.767	0.000
	X1	-0.007	0.070	0.007	2.095	0.025
	X2	0.164	0.055	0.222	2.979	0.003
	X3	0.231	0.057	0.302	4.049	0.000

a. Dependent Variable: Y

According to the results of the t-test statistical test it shows the following. First, workload shows a significance value of $0.025 < 0.05$ and t count $2.095 > t$ table 1.65443 so that there is a significant influence between workload on OCB so that Hypothesis 1 can be accepted. Second, work culture shows a significance value of $0.003 < 0.05$ and t count $2.979 > t$ table 1.65443 so that there is a significant influence between work culture on OCB so that Hypothesis 2 can be accepted. Third, job satisfaction shows a significance value of $0.000 < 0.05$ and t count $4,049 > t$ table 1.65443 so that there is a significant influence between job satisfaction on OCB so that Hypothesis 3 can be accepted

Table 2. Results of Multiple Linear Regression Analysis

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.939	1.173		6.767	0.000
	X1	-0.007	0.070	0.007	2.095	0.025
	X2	0.164	0.055	0.222	2.979	0.003
	X3	0.231	0.057	0.302	4.049	0.000

a. Dependent Variable: Y

Note: $Y = 7,939 - 0,007X_1 + 0,164X_2 + 0,231X_3 + e$

From these equations it can be explained that: (1) The work culture and job satisfaction variables have a positive sign towards OCB, while the workload variable has a negative sign towards OCB; (2) The coefficient value of the workload variable is -0.007. This shows that if the other variables are 0 then the workload decreases by 0.007; (3) The coefficient value of the work culture variable is 0.164. This shows that if the other variables have a value of 0 then the work culture increases by 0.164; and (4) The coefficient value of the job satisfaction variable is 0.231. This shows that if the other variables have a value of 0 then job satisfaction increases by 0.231.

Table 3. F Test Result

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	73.220	3	24.407	10.256	0.000 ^b
	Residual	371.223	156	2.380		
	Total	444.444	159			

Based on the results of the F test in the table above, a significant value is obtained of 0.000 <0.05 and F count 10.256> F table 2.66, thus it can be seen that this model is feasible for use in OCB research, because OCB is equally influenced by workload, work culture and job satisfaction

Table 4. Determination Coefficient Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.406 ^a	0.565	0.549	1.54261

Based on the table above, the Adjusted R Square value is 0.549. Thus, it can be concluded that the ability of the variables Work Load, Work Culture and Job Satisfaction in explaining variations in the OCB variable is 54.9%, while the remaining 45.1% is explained by other variables outside this research model.

DISCUSSION

Influence of Workload on Organizational Citizenship Behaviour

Based on the results of statistical testing with the t test, it shows that the significance value is 0.025 <0.05 and t count 2.095 > t table 1.65443. That is, the workload has a significant effect on OCB. Workload in a company is a responsibility that must be completed by employees. Workload is the level of activity of a job within a certain period of time and must be carried out by an individual, person or group. In everyday life, work loads must be completed within a predetermined time period. When individuals have low job demands, we can see that they also have good behavior. If work pressure is high, individuals tend to quit their jobs. The limited time to achieve targets is a challenge but some also make it a burden because employees have to work continuously to achieve targets according to the specified time. In addition, employees must work outside their working hours such as during breaks or during holidays. If that continues to happen it will cause employees to become physically and psychologically exhausted which in turn causes employee work stress and is unproductive due to too much fatigue. Someone who already has too much workload, that person will behave individually with a focus on their own work because they have to complete it within the time specified by the company. So, there is little possibility of being able to help his co-workers or this behavior is called OCB.

Influence of Work Culture on Organizational Citizenship Behaviour

Based on the results of statistical testing with the t test, it shows that the significance value is 0.004 <0.05 and t count 2.979 > t table 1.65443. This means that the work culture in OCB. It means that it will have a significant impact on According to Organ, Podsakoff, and Mackenzie (2006) OCB has two main factors that originate from employees (internal) and factors that originate from employees (external). Work culture is an important factor because it can change attitudes and behavior. Individuals become human resources to achieve work productivity. Work culture views life as a value, habits remain attitudes and behavior that create conditions for individuals to work well. Anthropological theory explains the idea that a person's behavior is influenced by their social environment. In a broader context, the social environment that influences a person's behavior includes

culture, subculture and social class. Morality. Positive attitude towards employee satisfaction and external factors such as management system leadership system and corporate culture. According to study by Organ, Podsakoff, and Mackenzie (2006), OCB consists of employee behavior that is voluntary and conscientious without the need to be directed and controlled by the company. This is shown by the teamwork culture at PT Bank Sumut which makes technicians, helpers and staff willing to sacrifice their own interests for the benefit of the team. For example, one of the staff had a traffic accident and was absent for several days. As a team, other staff who have free time immediately replace the position of the staff affected by the disaster

Influence of Job Satisfaction on Organizational Citizenship Behaviour

Based on the results of statistical testing with the t test, it shows that the significance value is $0.000 < 0.05$ and $t \text{ count } 4.9049 > t \text{ table } 1.65443$. This shows that job satisfaction has a significant effect on OCB. Job satisfaction influences Organizational Citizenship Behavior (OCB).

This situation can occur because when employees feel satisfied at work, they tend to have positive perceptions and encourage them to contribute to the company. Thus, as many employees who are satisfied with their work are ready to take on additional roles for the company.

Employee job satisfaction encourages employees to try their best with all their abilities to take positive action and even go beyond the role required by the organization. These behaviors can improve the well-being of coworkers, work groups, or even entire organizations. The results of this research show support for a number of previous research results which revealed that there is an influence of job satisfaction on organizational citizenship behavior (OCB). Employees who feel satisfied will respond to organizations providing benefits in the form of OCB. Job satisfaction is believed to be positively related to the development of OCB. Several studies prove that job satisfaction affects OCB. Job satisfaction affects OCB in PT Bank Sumut. For example, a fairly high bonus for installing window film makes technicians and helpers feel comfortable working at PT Bank Sumut so that the relationship between co-workers is quite good.

CONCLUSION

Based on research on PT Bank Sumut employees it can be concluded that workload has a negative and significant effect on OCB work culture has a positive and significant effect on OCB and job satisfaction has a significant effect on OCB. Makes a positive and significant impact. Work load, work culture and job satisfaction have an effect of 54.9% on OCB. Based on the results of the research, the researcher can provide some suggestions for PT Bank Sumut. The suggestions are as follows: (1) To be able to increase OCB, it is highly expected that PT Bank Sumut pays more attention to the following three factors, namely work load, work culture and job satisfaction; (2) Judging from the existing problems, the workload that has a negative impact must be reduced, such as work that exceeds the capacity of employees, adding erratic working hours so that employees can work effectively and efficiently in order to achieve production in accordance with company targets so that employee performance can increase with Good; (3) Working cultural conditions can be improved by promoting collective activities in the form of sports and other religious activities. This alignment improves the work culture and his OCB; and (4) Given the existing problems companies should address issues of unfair pay unfair work locations and poor working conditions to increase employee satisfaction at work. If an employee is satisfied with the work assigned to him, he will definitely try to fulfill his duties. This effectively improves employee efficiency.

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DECLARATION OF CONFLICTING INTERESTS

The authors declared no potential conflicts of interest.

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