***Employee Engagement on Organizational Citizenship Behavior***

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**ABSTRACT:** *This research was conducted at Islamic Boarding School in Kuningan. This study aims to determine the influence of Employee Engagement and Job satisfaction on Organization Citizenship Behavior through Job Organization commitment as an intervening variable. This study includes a type of comparative causal research with a quantitative approach. Data collection method in this study is questionnaires. The population in this research is employees of Boarding School with 130 respondents as samples*. *The result shows that Employee Engagement has a significant effect on Organization Commitment; Job satisfaction has a significant effect on Organization Commitment; Employee Engagement has a significant effect on Organizational Citizenship Behavior; Job satisfaction has a significant effect on Organizational Citizenship Behavior; Organization Commitment has a significant effect on Organizational Citizenship Behavior;*

**Keywords**: *Employee Engagement, Job satisfaction, Organization Commitment, Organizational Citizenship Behavior*

**INTRODUCTION**

Human resources are an essential element of an organization because of humans' role as planners, implementers, and supervisors of all organizational activities. Without human resources, other resources cannot be utilized or managed correctly, so that every organization needs human resources who can work effectively to achieve organizational goals.

Putri (2018) explains that high work quality is an organizational demand shown not only through *in-role* behavior but also *extra-role*. *In-role* behavior is doing work following the *job description* tasks, while *extra-role* behavior is doing work outside the *job description* without expecting a compliment and reward.They are commonly referred to as *Organizational Citizenship Behavior*.

*Organizational Citizenship Behavior* (OCB) can be defined as the behavior of employees who are voluntarily willing to work beyond their job requirements. Meilina (2017) suggests several examples of *OCB,* such as helping colleagues who are experiencing difficulties, preventing conflicts that can harm the organization, completing work that exceeds the set standards, *volunteering* in extra tasks, obeying the rules and procedures in the organization.

*Organizational Citizenship Behavior* is necessary to study because employees who implement *OCB* tend to maintain high-performance levels consistently. Besides, Putri (2018) explains that *OCB* can increase organizational effectiveness through social aspects within the organization, such as teamwork, communication, and other interpersonal skills.

According to Robbins & Coulter (2010), organizations with employees with *Organizational Citizenship Behavior* are superior to organizations that do not have these employees. This argument is endorsed by Meilina (2017), who believes that companies can significantly benefit from having OCB workers because they produce efficiency that exceeds goals and conduct work that exceeds duties. Organizations must then give consideration to the OCB and if the organization lacks it, it would have an effect on increasing anomalies in employee behavior and reducing the social dimensions of the organization.

Organizational citizenship behavior can be affected by several causes, one of those is employee engagement. Robbins & Judge (2015) states that employee engagement is the interest, satisfaction, and passion of a person for their work. They may have strong knowledge about taking on an additional role with the job and the company while the employee is engaged in their workplace.

Organizational Citizenship Behavior (OCB)is also affected by job satisfaction. Wibowo (2016) argued that the main determinant of staff's Organizational Citizenship Behavior is job satisfaction. More satisfied employees will say positive things about the organization, help other colleagues, and exceed normal work expectations. Furthermore, OCB is also affected by organizational commitment. Employees who have high organizational commitment will provide maximum work results and even exceed organizational expectations.

Empirical researches show a significant impact of employee engagement, job satisfaction, and organizational commitment on Organizational Citizenship Behavior. Research by Sridhar & Thiruvenkadam (2014) showed that employee engagement has a major impact on organizational citizenship behavior. Study findings from Pavalache-ilie (2014) found a major effect of job satisfaction on organizational citizenship behavior. Another study by Zayas-Ortiz et al.(2015) showed that organizational commitment positively and significantly impact the Organizational Citizenship Behavior. Triwibowo & Arsanti (2016) suggested that several Organizational Citizenship Behavior studies place organizational commitment as a variable that mediates the impact of certain variables on Organizational Citizenship Behavior.

However, there are different research results. According to Putrana et al. (2016), job satisfaction does not impact Organizational Citizenship Behavior. The concept of Organizational Citizenship Behavior is voluntary behavior without taking direct compensation into account and contributing to the workplace's psychological and social environment (Darto, 2014).

**LITERATURE AND MODEL DEVELOPMENT**

**Organizational Citizenship Behavior**

Organizational Citizenship Behavior is the acts of employees outside their roles (Wibowo, 2016). Meanwhile, according to Meilina (2017), Organizational Citizenship Behavior is the actions of workers who are able to operate without earning rewards for their ability to exceed the indicated criteria.According to Robbins & Judge (2015), Organizational Citizenship Behavior leads to the psychological and social climate of the workplace as altruistic behaviour.

According to Organ (in Meilina, 2017), Organizational Citizenship Behaviorhas five primary dimensions, as follows: Altruism, Civic Virtue, Conscientiousness, Courtesy, and Sportsmanship. Podsakof (in Darto, 2014) explains that to boost operational efficiency, Organizational Citizenship Activity is advantageous.

**Employee Engagement**

William Kahn first introduced the term employee engagement in 1990, which states that employee engagement uses a member in the organization for their respective job roles by using and expressing oneself, both physically, cognitively, and emotionally in the organization. Robbins & Judge(2015) notes that the commitment of an individual, happiness, and passion for their job is employee engagement. Meanwhile, Noe (in Puspadewi, 2016) defines employee engagement as the extent to which employees are fully engaged in work to strengthen their commitment to work.

Sridhar & Thiruvenkadam (2014) have shown that the association between employee engagement and OCB is positive. It was clarified that there was a favorable association between employee engagement and OCB, in line with Amanda's (2014) research findings, indicating that the higher employee engagement, the higher the Organizational Citizenship Behavior.

Other research results by Chhetri (2017) found that employee engagement is a predictorof OCB and has a positive relationship with OCB. Furthermore, Fauziridwan et al. (2018) indicated that employee engagement would contribute to the Organizational Citizenship Behavior since it focuses on employee participation and engagement. Thus, employee engagementwill improve Organizational Citizenship Behavior.

Saragih & Margaretha (2013) suggest that highly-engaged-employees will be more committed to work and organization. Furthermore, Puspadewi (2016) identified a positive and essential link between employee engagement and organizational commitment. Employee engagement has a positive and important association with organizational commitment, in line with the research findings of Haryanto et al. (2018). Thus, it can be concluded that *employee engagement* is closely related to organizational commitment and positively relates to organizational commitment.

H1: Employee engagement affects organizational commitment

H2: Employee engagement affects OCB

**Job Satisfaction**

Handoko (2012) explains job satisfaction as a positive or negative mental condition for a job. Job satisfaction is directly connected to employee perceptions about different aspects of employment, including the condition at work, social effects at work, compensation and leadership. Job satisfaction is a good feeling for job created by evaluating specific features (Robbins & Judge, 2015). Meanwhile, Umam (2010) notes that job satisfaction is the attitude of a worker toward job that emerges on the basis of analyzing the work situation. Job satisfaction depends on the appropriateness or equilibrium between what is anticipated and truth.

According to Luthans (2011), several dimensions affect job satisfaction, including the following: The work itself, Promotions, Supervision, Work group, and Working conditions. More specific impacts of job satisfaction and dissatisfaction are as follows: Robbins & Judge (2015), Job Satisfaction and Performance, Job Satisfaction and *Organizational Citizenship Behavior*, Job Satisfaction and Absence, Job Satisfaction and Worker Turnover, Job Satisfaction and Deviations in the Workplace.

Buhali & Margaretha (2013) clarified that work satisfaction has an essential connection with organizational commitment. In line with Cahya Utama & Wibawa's research (2016), job satisfaction has a positive relationship with organizational commitment, meaning that if job satisfaction increases, the organizational commitment will increase. Furthermore, Triwibowo & Arsanti (2016) suggest that employees who work happily will give good results and foster commitment to the organization.

Meanwhile, Haryanto *et al.* (2018) suggested that a satisfied employee tends to be absent less frequently, makes positive contributions, and feels at home in the organization. Employees who are pleased at work have a deeper devotion to their place of work. It can also be inferred that job satisfaction is closely linked to organizational involvement and has a positive correlation with organizational engagement.

Wibowo (2016) indicated that the important aspect of organizational citizenship behavior for workers is job satisfaction. More satisfied employees will say positive things about the organization, help other colleagues, and exceed normal work expectations. The findings of Nwibere's (2014) research indicate that job satisfaction has a favorable and powerful association with OCB, which means that OCB will improve if job satisfaction improves. Another study by Kiswari *et al.* (2016) showed that job satisfaction has the most dominant OCB relationship. Furthermore, Triwibowo & Arsanti (2016) explained that in many research results related to OCB, it had been identified that job satisfaction is a potential predictor of OCB. Besides, Cahya Utama & Wibawa (2016) explained that an increase in job satisfaction would affect employee’s OCB, where this will positively influence the achievement of company goals. Pavalache-ilie (2014) found that job satisfaction has an important effect on the Organizational Citizenship Behavior.

H3: Job satisfaction positively affects Organizational commitment

H4: Job satisfaction positively affects OCB

**Organizational Commitment**

Lutans (2011) argued that organizational commitment is a mindset expressing the commitment of workers to the company and the continuing phase in which organizational members demonstrate their support for the organization and its continued growth. Furthermore, Wibowo (2016) described organizational commitment as the emotions, behaviors, and actions of people who consider themselves as part of the organization, are active in organizational activities, and are committed to the organization in achieving organizational objectives. Meanwhile, Robbins & Judge (2015) describes organisational commitment as the individual's relative strength in defining their participation in the organization, characterized by the acceptance of organizational values and objectives, the willingness to work for the organization, and the desire to maintain membership in the organization. Meyer and Allen (in Umam, 2010) formulate that there are three dimensions of commitment in an organization, namely as follows: Affective Commitment, Continuance Commitment, and Normative Commitment.

Triwibowo & Arsanti (2016) explained that the employee will do whatever it takes to advance the organization when they have a high dedication to the organization because they believe in the organization. Zayas-Ortiz et al. (2015) explained that organizational commitments and OCB have a positive relationship. In line with the results of research by Kusumaninggati *et* al. (2018), Organizational commitment has a positive and essential correlation with OCB. It can be said that when an employee's organizational commitment increases, their OCB will also increase. Another study by Muhajir & Arisandra (2018) showed that organizational commitment is positively and substantially linked to OCB and organizational engagement is more critical than job satisfaction, which means that the OCB of an individual would be more outstanding with organizational commitment. Therefore it can be inferred that organizational commitment is closely connected to OCB and has a positive association with OCB.

H5: Organizational Commitment affects OCB



Figure 1: Empirical Research Mode

**RESEARCH METHOD**

The Islamic Boarding School’s 130 employees were used in this study for the number of samples, consisting of teachers and management staffs. The data collection technique is through the distribution of questionnaires. Data analysis technique using Structural Equation Modeling (SEM), which is operated through the AMOS 23 program.

**RESULTS AND DISCUSSION**

**Table 1**

**Validity test Result**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Variable** | | **rhitung** | **rtabel** | **Significant** | **Information** |
| ***Employee Engagement***  **(X1)** | X1 | 0,739 | 0,4438 | 0,000 | Valid |
| X2 | 0,837 | 0,4438 | 0,000 | Valid |
| X3 | 0,830 | 0,4438 | 0,000 | Valid |
| X4 | 0,800 | 0,4438 | 0,000 | Valid |
| X5 | 0,890 | 0,4438 | 0,000 | Valid |
| X6 | 0,742 | 0,4438 | 0,000 | Valid |
| **Job Satisfaction**  **(X2)** | X7 | 0,761 | 0,4438 | 0,000 | Valid |
| X8 | 0,806 | 0,4438 | 0,000 | Valid |
| X9 | 0,710 | 0,4438 | 0,000 | Valid |
| X10 | 0,861 | 0,4438 | 0,000 | Valid |
| X11 | 0,735 | 0,4438 | 0,000 | Valid |
| X12 | 0,723 | 0,4438 | 0,000 | Valid |
| X13 | 0,741 | 0,4438 | 0,000 | Valid |
| X14 | 0,818 | 0,4438 | 0,000 | Valid |
| X15 | 0,721 | 0,4438 | 0,000 | Valid |
| X16 | 0,769 | 0,4438 | 0,000 | Valid |
| X17 | 0,818 | 0,4438 | 0,000 | Valid |
| X18 | 0,697 | 0,4438 | 0,001 | Valid |
| **Organization Commitmen**  **(Y1)** | X19 | 0,629 | 0,4438 | 0,003 | Valid |
| X20 | 0,862 | 0,4438 | 0,000 | Valid |
| X21 | 0,691 | 0,4438 | 0,001 | Valid |
| X22 | 0,833 | 0,4438 | 0,000 | Valid |
| X23 | 0,654 | 0,4438 | 0,002 | Valid |
| X24 | 0,732 | 0,4438 | 0,000 | Valid |
| **OCB**  **(Y2)** | X25 | 0,856 | 0,4438 | 0,000 | Valid |
| X26 | 0,761 | 0,4438 | 0,000 | Valid |
| X27 | 0,677 | 0,4438 | 0,001 | Valid |
| X28 | 0,619 | 0,4438 | 0,004 | Valid |
| X29 | 0,791 | 0,4438 | 0,000 | Valid |
| X30 | 0,703 | 0,4438 | 0,000 | Valid |
| X31 | 0,633 | 0,4438 | 0,003 | Valid |
| X32 | 0,925 | 0,4438 | 0,000 | Valid |
| X33 | 0,780 | 0,4438 | 0,000 | Valid |
| X34 | 0,720 | 0,4438 | 0,000 | Valid |

**Table 2**

**Reliability Test Result**

|  |  |  |
| --- | --- | --- |
| **Variable** | ***Cronbach’s Alpha*** | **Information** |
| *Employee Engagement* (X1) | 0,890 > 0,60 | Reliable |
| Job Satisfaction (X2) | 0,933 > 0,60 | Reliable |
| Organization Commitment (Y1) | 0,821 > 0,60 | Reliable |
| OCB (Y2) | 0,893 > 0,60 | Reliable |

**Table 3**

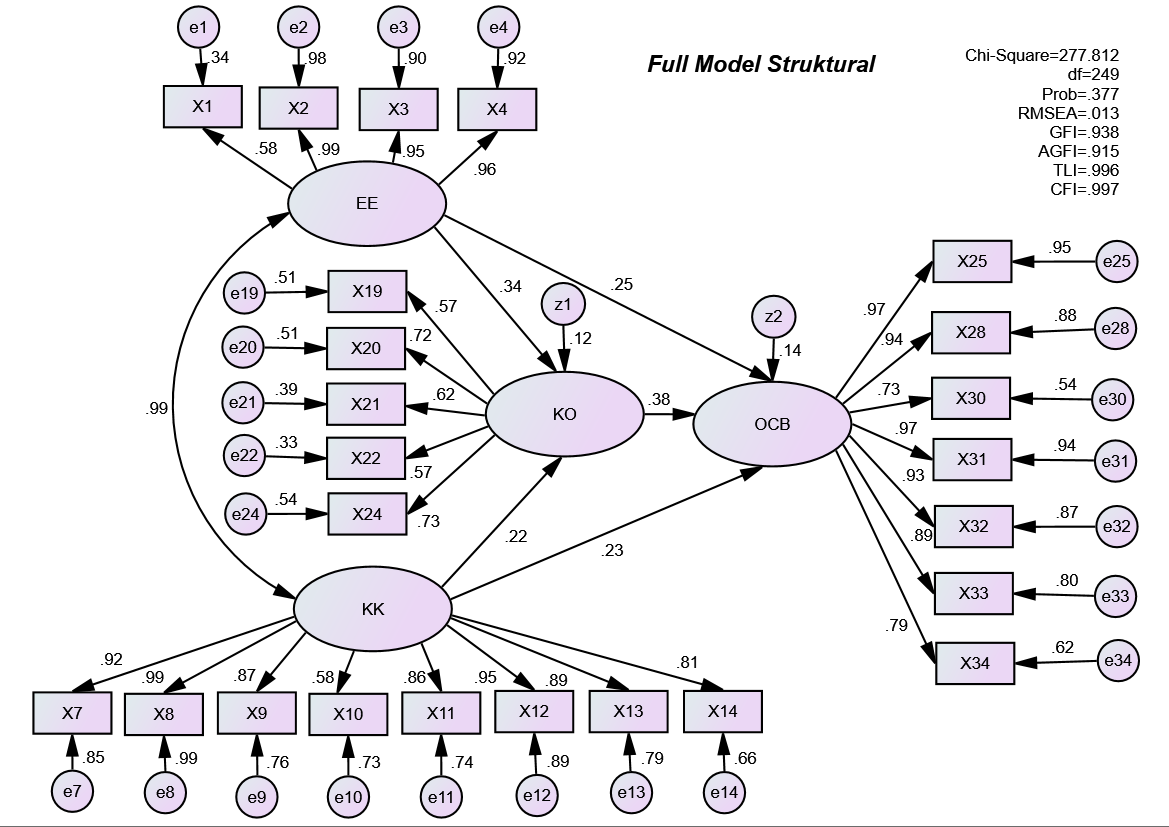
**Identity of Respondents**

|  |  |  |  |
| --- | --- | --- | --- |
| **Characteristics of Respondents** | | **Frequency of** | **Presentation** |
| **Gender** | Female | 10 | 7.7% |
|  | Male | 120 | 92.3% |
| **Age** | 20-30 years | 71 | 54.6% |
|  | 31-40 years | 48 | 36.9% |
|  | > 41 years | 11 | 8.5% |
| **Working Period** | 1-3 years | 43 | 32.3% |
|  | 4-6 years | 67 | 51.5% |
|  | 7-9 years | 12 | 9.2 % |
|  | > 9 years | 9 | 6.9% |
| **education** | Junior high school | 4 | 3.1% |
|  | SMA  Diploma | 54  1 | 41.5%  0.8% |
|  | Bachelor | 67 | 51.5% |
|  | Masters | 4 | 3.1% |

Source: data processing results, 2019

Confirmatory test results of 34 indicators, only 24 indicators can be used in analyzing this research model. Variable Employee Engagement has four indicators, Job Satisfaction 8 indicators, Organizational Commitment 5 indicators, and OCB 7 indicators.

The full model test results showed the full model feasibility test index value as follows (goodness fit index) is χ² = 277,812, Probability = 0.377, TLI = 0.996, CFI = 0.997, GFI = 0.938, AGFI = 0.915, DF = 249, CMIN / DF = 1.116 and RMSEA = 0.013. The model is fit so that the analysis results can be seen in Figure 2:

**Figure 2: Full SEM Model**

**Source: Primary data processed, 2019.**

**Table 4**

**Hypothesis Testing**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  | **Estimate** | **SE** | **CR** | **P** | **Description** |
| EE | ---> | KO | .473 | .111 | 4.250 | \*\*\* | support |
| KK | ---> | KO | .395 | .109 | 3617 | \*\*\* | support |
| EE | ---> | OCB | .560 | .128 | 3057 | \*\*\* | support |
| KK | ---> | OCB | .182 | .537 | 2,948 | .002 | support |
| KO | ---> | OCB | .664 | .222 | 2,993 | .003 | support |

\*\*\* = significance at 0,000

Source: processed primary data, 2020

Table 2 shows the hypothesis testing results; The probability of significance is lower than 5% for any relationship between the hypothesized variables. It can be concluded that all of the five hypotheses are significant, which is supported by the sample data.

**DISCUSSION**

The analysis of the effect of employee engagementon organizational commitmentat the Islamic Boarding School obtained significant results. These results shows that the higher the employee engagementat Islamic Boarding School, the higher the organizational commitment. This study supports the results of research conducted by Puspadewi (2016), which explained that employee engagementhas a significant effect on organizational commitment. Employees who have bonded with the company will have a strong attachment to the organization and have a low tendency to leave. Furthermore, Saragih & Margaretha (2013) suggested that employees with a high engagementlevel will have a high commitment to work and organization. Research results Haryanto *et al.* (2018) explained that employee engagementsignificantly affects organizational commitment.

The results showed that the Islamic Boarding School employees felt proud of the work they had done and remained diligent at work without feeling threatened by the challenges they faced. Other finding showed employees find it difficult to separate themselves from work, meaning that not all employees feel happy with themselves being immersed, highly concentrated, and serious in doing their work. In this case, there is a need for stimulants, such as giving rewards to employees who can concentrate more and feel happy that they are immersed in the work done.

Based on the analysis, it is known that employee’s job satisfaction has a significant effect on organizational commitment. These results mean that the higher the job satisfaction of employees at the Islamic Boarding School in Kuningan, the higher the organizational commitment. When employees are satisfied with their work conditions, they tend to work optimally by showing commitment to the organization. This study supports the results of research conducted by Cahya Utama & Wibawa (2016), which explains that job satisfaction has a significant effect on organizational commitment. Furthermore, Triwibowo & Arsanti (2016) argue that some elements can build employee’s job satisfaction, and fulfillment of these employees' needs and desires will increase their commitment. Job satisfaction that is maintained continuously will cause a feeling of commitment to the organization. Furthermore, Haryanto *et al.* (2018) explained that with job satisfaction with the conditions within the company, employees would be more enthusiastic at work and ready to give their best to support the improvement of company performance.

Based on the results, the employees of the Islamic Boarding School in Kuningan were satisfied with their work environment. Still, not all employees felt competent with their ability to work. In this case, the Islamic Boarding School needs to pay attention to employee’s competencies by providing opportunities for employees to learn and accept responsibilities and hold training and development programs to improve the employee’s competencies.

Based on the results, it was found that employee engagement had a significant effect on Organizational Citizenship Behavior. These results mean the higher the employee engagement at Islamic Boarding School, the higher the Organizational Citizenship Behavior. If employees are already engaged to an organization where they worked, the employee will have a high awareness to do extra to the job role and organization. This study's results support the results of research conducted by Chhetri (2017), which shows that employee engagement has a significant effect on Organizational Citizenship Behavior. In line with research by Fauziridwan et al. (2018), which explained that the higher the employee engagement, the higher the OCB behavior of the SOE bank marketing staff in Purwokerto.

Furthermore, Sridhar & Thiruvenkadam (2014) showed that employee engagement had a significant effect on OCB. Many employees of the Islamic Boarding School are not yet disciplined in terms of work attendance, so the boarding school needs to give punishment to employees who are late for work to prevent it become culture. Meanwhile, Boarding School employees maintain the right name of the Pondok by always being careful about issues that can harm the organization.

Based on the analysis, it is found that employee’s job satisfaction has a significant effect on Organizational Citizenship Behavior. This result means that the higher the job satisfaction of employees at Islamic Boarding School, the higher the Organizational Citizenship Behavior. Employees who are satisfied with their work tend to have high Organizational Citizenship Behavior because satisfied employees will work optimally and encourage positive behaviors such as helping colleagues, talking positively about the organization, and delivering performance beyond the minimum requirements. This study supports the results of research conducted by Nwibere (2014), which shows that job satisfaction has a significant effect on OCB among employees of the Niger Delta University, Nigeria. In line with the results of research by Cahya Utama & Wibawa (2016), job satisfaction has a significant effect on Bali Rani Hotel employees. Triwibowo & Arsanti (2016), in their research, explain that satisfied employees are more likely to do their more than the job description should be because they want to repay their positive experiences at work. In simple terms, it can be understood that when individuals feel satisfied with their work, the resulting OCB behavior is a form of personal appreciation for the organization where the individual works and has provided a sense of satisfaction to the individual.

Based on the analysis results, it is found that organizational commitment has a significant effect on OCB. This result means that the higher the organizational commitment of employees at Islamic Boarding School, the higher the OCB. Thus, organizational commitment is needed by Islamic Boarding School employees because it is a factor that can strengthen employee’s OCB. This study's results support the results of research conducted by Zayas-Ortiz et al. (2015), which shows that organizational commitment has a significant effect on OCB. It is in line with the research results by Muhajir & Arisandra (2018), which explains that organizational commitment has a significant effect on Organizational Citizenship Behavior (OCB) on SME employees in Lamongan.

Furthermore, Triwibowo & Arsanti (2016), in their research, explained that employees with high organizational commitment would do not only the tasks that have become their obligations but will voluntarily do things that can be classified as extra effort. According to Meilina (2017), normative commitment is a commitment at the lowest level because this commitment is only based on workers' obligation to join the organization. For example, due to contractual ties, pressure from family, socialization, and others.

**CONCLUSION AND RECOMMENDATION**

From the results of data processing and analysis, it can be seen that employees of have high levels of employee engagement, job satisfaction, organizational commitment, and organizational citizenship behavior. Employee engagement affects organizational commitment and OCB, and then job satisfaction affects organizational commitment and OCB. Besides, the organization's commitment also affects the OCB of Islamic Boarding School. There is the need to provide stimulants such as giving rewards to employees who can work well.In increasing employee job satisfaction, it is necessary to pay attention to employee competence by providing employees opportunities to learn and accept responsibility and hold training and development programs to improve employee’s competence.To increase employee’s OCB, Boarding School needs to provide punishment to employees who are late for work so that the behavior does not become a culture. Besides, it is necessary to maintain employees with high affective commitment because they tend to have high loyalty to the organization and are willing to do anything for the organization's good.

Further research is expected to take a wider research area and a larger population. Besides, it is expected to develop other independent variables outside of this research model, especially for other factors that can improve organizational citizenship behavior, such as organizational culture, work motivation, and leadership style.

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