

Model of the Influence of Quality of Work Life through Organizational Citizenship Behavior (OCB) on Employee Performance at Stella Maris Hospital, Makassar

Andi Rezkawati Anma¹, Andi Indahwaty Sidin², Noer Bahry Noor³

¹Department of Hospital Management, Faculty of Public Health, Hasanuddin University, Indonesia

²Department of Hospital Management, Faculty of Public Health, Hasanuddin University, Indonesia

³Department of Hospital Management, Faculty of Public Health, Hasanuddin University, Indonesia

Article History: Received: 10 January 2021; Revised: 12 May 2021; Accepted: 27 June 2021; Published online: 20 July 2021

Abstract: Achieving organizational goals requires commitment and maximum work that is not only in-role but extra-role as well, this extra-role performance is called Organizational Citizenship Behavior (OCB). This study aims to see the direct and indirect effect of QWL on employee performance through OCB at Stella Maris Hospital Makassar. This type of research is a quantitative study using an observational study with a cross-sectional study design. The population in this study were all employees of the Stella Maris Hospital Makassar with a sample of 100 respondents who were selected by simple random sampling. Statistical test results show that the P value of the QWL variable is 0.013 <0.05, which means that QWL has a direct and positive effect on employee performance of 0.167 (16.7%). The P value in the QWL variable is 0.001 <0.05, which means that QWL has a direct and positive effect on OCB by 0.552 (55.2%). The P value on the OCB variable is 0.006 <0.05, which means that OCB has a direct and positive effect on employee performance by 0.296 (29.6%). The P value in QWL is 0.001 <0.05, which means that QWL has an indirect and positive effect on employee performance through OCB of 0.164 (16.4%). Therefore, it can be concluded that QWL has a direct and indirect effect on employee performance through OCB. It is recommended to the superiors of the Stella Maris Hospital if you want to improve employee performance, it can be done by improving the quality of work life first or through organizational citizenship behavior. Future researchers can continue this research but with a different method, which can use qualitative methods and different QWL and OCB dimensions.

Keywords: QWL, OCB, Employee performance, Hospital

1. Introduction

The achievement of organizational goals is marked by the ability of an organization to manage its human resources (HR). Employees are human resources that essentially play an important role in the process of operationalizing the organization. In a world of work like this, often one's commitment to an organization that houses it becomes a very important issue. One of the variables that affect employee performance is the commitment of employees (Sumiati et al., 2018). High commitment results in good work performance, low absenteeism, and low employee turnover (Tobing, 2009).

Employees who have low commitment may leave the organization. Therefore, organizations are required to be able to acquire and retain employees who are not only competent or have high performance, but are also highly committed so that the turnover rate can be reduced. The high turnover rate is one of the main problems that broadly affects the overall organizational performance (Ubagu et al., 2020).

Achieving good organizational performance of course requires human resources who have high work quality, of course in this case good performance (Ukkas & Latif, 2015). Maximum performance is an organizational demand that is shown not only in-role but also extra-role behavior which is also known as Organizational Citizenship Behavior (PKO) but most commonly known as Organizational Citizenship Behavior (OCB). OCB according to Bolino et al, (2002) is the behavior of employees who are willing to work beyond the roles and tasks that are required directly not recognized by the reward system.

Meanwhile, Organ defines OCB as individual behavior that is free, does not bind directly or explicitly to the reward system and can increase organizational effectiveness (Organ, 1997). OCB is also a positive behavior of individuals as members of the organization in the form of a conscious and voluntary willingness to work and contribute to the organization more than what is formally determined (Prihatsanti & Dewi, 2010). So that OCB is a sense of belonging to the organization or having a sense of part in the organization that exists in individuals who voluntarily do tasks or roles that are outside their formally determined responsibilities.

Based on research by Pio., et al (2018), which states that OCB has a positive influence on employee performance, Sumiati et al (2018) which states that the higher the OCB of an employee, the higher the performance

of an employee. However, the results of this study are not in line with research conducted by Ali and Zarei (2012) in Iran that does not have a positive and significant effect on employee performance.

several factors that affect OCB namely Quality of Work Life (QWL). QWL is the most important factor that is being focused on currently being studied in behavioral science. QWL is a person's quality of life which is influenced by the context of his work widely where the individual will evaluate the effect of work on his life and the aspects that make up QWL include general welfare, home and work relations, job satisfaction, work control, working conditions, and stress. work (Easton and Laar, 2010). Several studies have examined QWL namely Kasraie et al (2014), Inceng et al (2019), Pio et al (2018), Ruhana et al (2019), Phawat et al (2019), (Traiyotee et al., 2019).

Currently, QWL is seen as an important dimension of quality of life. In addition, high QWL is very important for organizations to attract and retain workers (Wright, 1995 in Kasraie et al., 2014). Therefore, organizations that do not meet the needs of employees for a good QWL will find it difficult to survive in that place, considering that employees will prefer to move to places that are more considerate of employees in QWL aspects, because workers think that other places have more respect for themselves (Cascio and Boudreau, 2011). . Based on research conducted by Pio, Revo and Tampi (2018), it shows that, there is a significant and direct effect between QWL and OCB, which means that QWL is strongly related to OCB in improving employee performance. Therefore, it is expected to increase employee contribution and productivity in advancing the institution. This is different from research conducted by Inceng et al (2019) which shows that QWL does not have a direct influence on employee performance, but has an indirect effect on employee performance through OCB.

OCB provides benefits to performance, because this behavior helps in increasing productivity (Maruitz, 2012). The impact of OCB on the organization such as increasing the productivity of coworkers, increasing the productivity of managers, saving resources owned by management and the organization as a whole, helping to maintain group functions so that they are effective in coordinating work group activities, increasing the organization's ability to attract and retain the best employees, increasing stability organization, increasing the organization's ability to adapt to environmental changes (Organ et al.,2006).

Employees have OCB behavior such as volunteering to help other employees, assisting in completing employee administrative tasks when the employee on duty is on leave, assisting in drafting procurement letters, helping prepare training program needs and others, this can indicate that the employee has a high level of OCB. As for the behaviors that do not reflect an employee having an OCB attitude, such as using an early break, feeling uncomfortable when the leader or supervisor is checking performance at the office, and some employees do not participate in programs or activities that are being carried out by the organization because they feel the activity is not important.

Employees who often show up late personally show indiscipline and disobedience. In certain organizations, delays in a certain time limit will result in salary deductions. However, employees perceive this as a personal consequence of their indiscipline. Even though there are certain jobs or services that can be delayed or even cannot be completed on time due to delays. At Stella Maris Hospital Makassar, at the beginning of 2019 employees were on average 35 minutes late/person/month (0.2 hours) and decreased to an average of 18 minutes/person/month (0.5 hours). So the percent decrease is 49%. Based on the data from the Stella Maris Hospital Makassar above, the researchers assumed that the OCB owned by the staff of the Stella Maris Hospital Makassar was still low. As far as the researcher traces, there have been many studies that have examined the effect of QWL on OCB, but there are still few that examine it in hospitals, especially in hospitals based on religion, so this makes researchers interested in examining the effect of QWL on employee performance through OCB in hospitals based on religion. Hospitals based on religious philosophy should have a high OCB. Stella Maris Hospital Makassar is a hospital based on religious philosophy, which may be different from other studies that examine hospitals that are not based on religious philosophy.

2. Methods

Research Location And Design

This research was conducted at Stella Makassar Hospital. This type of research is a quantitative study using an observational study with a Cross Sectional Study approach.

Population and Sample

The population in this study were all employees who worked at the Stella Maris Hospital Makassar in the unit or installation at the Stella Maris Hospital Makassar. Determination of the sample size using the Lameshow formula so that a sample size of 100 respondents is obtained. The sampling technique in this study is proportional random sampling, to obtain a representative sample from each unit or installation. Sampling from per-unit using simple random sampling, ie simple random sampling.

Method of Collecting Data

Data collection was done by using a questionnaire. This research questionnaire is related to statements regarding the variables of Quality of Work Life, Organizational Citizenship Behavior, and Employee Performance. The questionnaire used for the QWL and performance variables used the questionnaire used by Bakri (2019) by changing the total form or model of the statement and the OCB variable using the questionnaire used by Ananda (2018) then this questionnaire was tested for validity and reliability first.

Data analysis

Data processing is carried out by path analysis using the Smart PLS program and then presented in the form of a table accompanied by an explanation in the form of a narrative.

3. Results and Discussion

Table 1. Characteristics of respondents at Stella Maris Hospital, Makassar 2021

Characteristics of Respondents	(n)	(%)	Total
Sex			
Male	19	19	100
Female	81	81	
Age (Year)			
20-30	33	33	100
31-40	29	29	
41-50	30	30	
>51	8	8	
Level of education			
High School/same Level	15	15	100
D3	38	38	
S1	37	37	
S2	0	0	
other	10	10	
Working Period (Years)			
2-10	50	50	100
11-20	31	31	
21-30	16	16	
31-40	3	3	
Employment status			
PNS	0	0	100
Non PNS	100	100	
Parts/Installation			
Management	15	15	100
Inpatient installation	25	25	
Outpatient installation	17	17	
Medical record installation	3	3	
Nutritional installation	8	8	
IPRS	2	2	
Kesling Installation	1	1	
Laundry & sterilization installatio	3	3	
Radiologic installation	2	2	
Pharmacy installation	5	5	
Lab installation. pathology & clinical anatomy	3	3	
emergency room	3	3	
ICU/ICCU/NICU	4	4	
OK	4	4	
hemodialysis	3	3	
Physiotherapy	1	1	

Profession		
Nutritionists	3	3
Pharmacist assistant	5	5
Midwife	5	5
Doctor	5	5
Dentist	1	1
Doctor/Head of medical record installation	1	1
Physiotherapist	1	1
Head of Division	1	1
Head of subsection	2	2
Nurse	41	41
Nurse/head of the room	4	4
Nurse/shift in charge	3	3
Waitress	6	6
Radiographer	2	2
Sanitarian	1	1
Staff	19	19

100

Table 1 shows the frequency distribution based on the characteristics of the employees who were sampled in this study at the Stella Maris Hospital Makassar. Most of them are female as many as 81 people (81%), with ages between 20-30 as many as 33 people (33%), with the latest education D3 as many as 37 people (37%), with years of service between 2-10 as many as 50 people (50 people). %, with employment status as many as 100 people (100%), in inpatient work units as many as 25 people (25%), then working as nurses as many as 41 people (21%).

Table 2. Research Variables at Stella Maris Hospital, Makassar 2021

QWL	(n)	(%)
High	85	85
Low	16	16
Total	100	100
OCB	(n)	(%)
Performance	84	84
Well	16	16
Total	100	100
Performance	(n)	(%)
Well	85	85
Low	15	15
Total	100	100

Table 2 describes the percentage of respondents' assessment of the research variables. Most respondents stated that the QWL at Stella Maris Hospital Makassar was high at 84%, in the good OCB category at 84%, then the employee performance category was classified as good at 85%.

Table 3. Results of Path Analysis Between QWL on Employee Performance Through OCB At Stella Maris Hospital Makassar 2021

Variable	Estimate	Value P	Information
QWL → Employee Performance	0.552	0.001	Direct
OCB → Employee Performance	0.167	0.013	Direct
QWL → OCB	0.296	0.006	Direct
QWL→OCB→ Employee Performance	0.164	0.001	Direct

Table 3 shows the path analysis between variables based on the hypothesis. The effect of QWL on employee performance is obtained by p value (0.001) > 0.005, which means that there is a direct influence between the QWL variable and employee performance of 0.552, which means that if QWL increases by 1 point, then employee performance increases by 0.552 points. On the effect of OCB on employee performance, the value of p (0.013) < 0.005 means that there is an effect of OCB with employee performance of 0.167, which means that if OCB increases by 1 point, then employee performance increases by 0.167 points. On the effect of QWL on OCB, the p

value (0.006) <0.005 means that there is an effect of QWL with OCB of 0.296, which means that if QWL increases by 1 point, then OCB increases by 0.296 points. On the effect of QWL on employee performance through OCB, the p value (0.001) <0.05, which means QWL has an indirect and positive effect of 0.164 on employee performance through OCB.

Every increase in QWL will have an indirect effect on improving employee performance through OCB by 0.164 points.

The results of the statistical analysis carried out showed that QWL had a direct and positive effect on employee performance at the Stella Maris Hospital Makassar indicated by a P value of 0.013 which was smaller than 0.05 so that in this case hypothesis 1 was accepted.

QWL is a person's quality of life which is influenced by the context of the work he has broadly where the individual will evaluate the effect of work on his life and the aspects that make up QWL include general welfare, home and work relations, job satisfaction, work control, working conditions, and stress. work (Easton and Laar, 2010). QWL in this study is the perception of employees regarding their physical and psychological conditions in their work.

This research is in line with the many studies conducted which show that the quality of work life affects employee performance, research conducted by Gayathiri and Ramakrishnan (2013) whose research results show that QWL has a significant effect on employee psychological aspects (positive attitude, commitment, and satisfaction).) and employee performance, this is also in line with research conducted by (Rai and Tripathi, 2015) which shows that a strong QWL in an organization has a significant impact on employee performance which will later affect organizational performance. However, in this study, it was found that the quality of work life had no effect on employee performance. This may be due to the possibility that there is a greater influence of independent (exogenous) variables on employee performance.

This research departs from research conducted by Asharini., et al. In 2018 at PT. Madubaru PG-PS Madukismo which shows that QWL does not have a positive effect on employee performance. This is in line with the research conducted by Noviana and Rinjanti (2014) on LPMP employees of Central Java Province which also showed that QWL had no effect on employee performance. So it can be concluded that employee performance is not directly affected by QWL.

The results of the statistical analysis carried out showed that OCB had a direct and positive effect on the performance of employees at the Stella Maris Hospital Makassar indicated by a P value of 0.006 smaller than 0.05 so that in this case hypothesis 2 was accepted.

In general, organizations believe that to achieve excellence or success, they must strive for the highest individual performance, because basically individual performance will affect the performance of the team or work group and ultimately affect the performance of the organization as a whole. OCB is defined as a unique aspect of individual activities at work. Organizations will be successful if employees not only do work that is in accordance with their main duties but also want to do work or tasks outside their main duties such as being willing to help, want to cooperate, give advice, participate actively and others. Successful organizations need employees who will do more than just their formal duties but also want to deliver more than what is expected.

This research is theoretically strengthened by (Robbins and Judge, 2008) stating the facts that show that organizations that have good employee OCB will have good performance compared to other organizations. So it can be concluded that employees who have an OCB attitude will have a better impact on performance in an organization. This study is in line with research by (Pio et al., 2018), which states that OCB has a positive influence on employee performance, Sumiati., et al (2018) which states that the higher an employee's OCB, the higher the performance of an employee. This is also in line with research conducted by Inceng et al (2019) which said that OCB had a direct and positive effect on the performance of TVRI employees in South Sulawesi.

However, the results of this study are not in line with research conducted by Ali and Zarei (2012) in Iran and also research conducted by Aslam and Afzal (2010) which said that OCB did not have a positive and significant effect on employee performance. and also this research is not in line with research conducted by Hanafi et al (2018) which says that there is no significant effect of OCB on employee performance, where OCB of employees in the industrial affairs office of Sumatra province has not been fully implemented properly, so it can become an obstacle to employees at work.

OCB is behavior that is carried out by an employee either consciously or unconsciously, directed or not directed which can then provide benefits and advantages for the organization. This behavior is behavior that comes from his willingness to contribute beyond his core role or duties to the organization. OCB in this study is a voluntary behavior carried out by employees of the Stella Maris Hospital Makassar which exceeds its core role or duty to the hospital.

The results of the statistical analysis carried out showed that QWL had a direct and positive effect on OCB at Stella Maris Hospital Makassar, indicated by a P value of 0.001 smaller than 0.05 so that in this case hypothesis 3 was accepted.

According to Walton, QWL can be influenced by several aspects including skill improvement, a conducive work environment, a good relationship between employees and superiors, can satisfy employee needs, have social relevance and social integration (Zin, 2004). If the organizational aspects of QWL can be fulfilled by an organization in accordance with the rules, it can provide a positive perception for employees of the comfort and work performance produced (Aisyah & Wartini, 2016), as well as being able to encourage employees to behave "more than" the work

they are responsible for. answer formally (Aini et al., 2014).

High QWL is very important for organizations to attract and retain workers Kasraie et al (2014), and also the results of this study are in line with research conducted by Pio and Tampi (2018), Traiyotee et al (2019) and Kasraie et al (2014) which the results of his research indicate that the effect of QWL on OCB.

This study contradicts the research conducted by Libertya and Azzuhri (1987) which said that QWL had no direct effect on OCB. and also research conducted by Ruhana et al (2019) which said that there was no significant effect of QWL on OCB. QWL will have a positive and significant effect if mediated by job satisfaction.

The results of the statistical analysis carried out showed that QWL had an indirect and positive effect on OCB at the Stella Maris Hospital Makassar indicated by a P value of 0.001 less than 0.05 so that in this case hypothesis 4 was accepted.

OCB is voluntary behavior shown by employees who are outside or beyond their formal responsibilities that are not bound by the reward system. Based on the results of the research above, it means that OCB can mediate the effect of QWL on employee performance. In other words, the performance of the employees of the Stella Maris Hospital Makassar increases when QWL directly affects the OCB and will have a major effect on the performance of the employees of the Stella Maris Hospital Makassar.

This research is in line with research conducted by (Inceng et al., 2019) Inceng Hamzah, and Umar (2019) which said that there was an indirect effect of QWL on employee performance through OCB as an intervening variable. This is also in line with research conducted by Shah (2020) which states that spiritual leadership, quality of work life, Islamic work ethic can affect performance through OCB at Bank Sumut

4. Conclusion

QWL has a direct effect on employee performance. OCB has a direct effect on employee performance, QWL has a direct effect on OCB, and QWL has an indirect effect on performance through OCB. It is recommended to the superiors of the Stella Maris Hospital if you want to improve employee performance, it can be done by improving the quality of work life first or through organizational citizenship behavior. The next researcher can continue this research but with a different method, that is, they can use qualitative methods and different QWL and OCB dimensions.

References

1. Aini, F. A., Hardjajani, T. And Priyatama, A. N. (2014) 'Hubungan Antara Kualitas Interaksi Atasan-Bawahan Dan', *Wacana Jurnal Psikologi*, 6(11), Pp. 55–72.
2. Aisyah, L. N. And Wartini, S. (2016) 'Kehidupan Kehidupan Kerja Pada Organizational Citizenship Behavior (Ocb) Melalui Komitmen Organisasional', *Management Analysis Journal*, 5(3), Pp. 229–243.
3. Ali, R. A. And Zarei, A. (2012) 'The Link Between Workplace Spirituality , Organizational Citizenship Behavior And Job Performance In Iran', *Journal Of Economics And Management*, 1(6), Pp. 51–67.
4. Asharini, N. A., Hardyastuti, S. And Irham, I. (2018) 'The Impact Of Quality Of Work Life And Job Satisfaction On Employee Performance Of Pt. Madubaru Pg-Ps Madukismo', *Agro Ekonomi*, 29(1), P. 146. Doi: 10.22146/Ae.31491.
5. Aslam, M. K. And Afzal, H. (2010) 'Correlation Between Antecedents Of Organizational Citizenship Behavior And Organizations Performance In Contemporary Pakistani Organizations', *Interdisciplinary Journal Of Contemporary Research In Business*, 1(11), Pp. 178–190.
6. Bolino, M. C., Turnley, W. H. And Bloodgood, J. M. (2002) 'Citizenship Bahvior And The Creation Citizenship Of Social Capital In Organizations', *Academy Of Management Executive*, 27(4), Pp. 505–522.
7. Cascio, W. And Boudreau, J. (2011) *Financial Impact Of Human Resource Initiatives*. 2nd Edn.
8. Easton, S. And Laar, D. Van (2010) *User Manual For The Work-Related Quality Of Life (Wrqol) Scale A Measure Of Quality Of Working Life*. 2nd Edn. British Library Cataloguing-
9. Gayathiri, R. And Ramakrishnan, L. (2013) 'Quality Of Work Life – Linkage With Job Satisfaction And

- Performance', 2(1), Pp. 1–8.
10. Hanafi, A., Bemby Soebyakto, B. And Afriyanti, M. (2018) 'The Effect Of Organizational Citizenship Behavior (Ocb) And Quality Of Work Life (Qwl) On The Employee Work Performance With Motivation As An Intervening Variables At Industrial Affairs Of South Sumatera Province', *International Journal Of Scientific Research And Management*, 6(09), Pp. 676–685. Doi: 10.18535/Ijsrm/V6i9.Em03.
 11. Inceng, P., Hamzah, D. And Umar, F. (2019) 'The Quality Of Work Life (Qwl) As A Determining Factor For Employee Performance Of Lpp Tvri South Sulawesi Through Organizational Citizenship Behavior (Ocb) Variables', 4(11).
 12. Kasraie, S. *Et Al.* (2014) 'The Relationship Between Quality Of Work Life , Job Stress , Job Satisfaction And Citizenship Behavior In Oshnaviyeh Hospital ' S Staff Article History ', 2(3).
 13. Libertya, D. N. And Azzuhri, M. (1987) 'Pengaruh Quality Of Work Life (Qwl) Terhadap Kepuasan Kerja Dan Dampaknya Terhadap Organizational Citizenship Behavior (Ocb)', *Group & Organization Studies*, 12(4), Pp. 386–410.
 14. Noviana, U. And Rinjanti, T. (2014) 'Pengaruh Kualitas Kehidupan Kerja Dan Komunikasi Dengan Kepuasan Kerja Dan Komitmen Organisasional Sebagai Variabel Intervening Terhadap Kinerja Pegawai (Studi Pada Lpmp Provinsi Jawa Tengah)', *Journal Telaah Manajemen*, 2(1), Pp. 103–116.
 15. Organ., D. W., Podsakoff, P. M. And Mackenzie, S. B. (2006) 'Organizational Citizenship Behavior: Its Nature, Antecedents, And Consequences.', *Sage Publications, Ins.*
 16. Organ, D. W. (1997) 'Organizational Citizenship Behavior : It ' S Construct Clean-Up Time', *Human Performance*, 10(2), Pp. 37–41. Doi: 10.1207/S15327043hup1002.
 17. Pio, R. J., Revo, J. And Tampi, E. (2018) 'The Influence Of Spiritual Leadership On Quality Of Work Life , Job Satisfaction And Organizational Citizenship Behavior', *International Journal Of Law And Management*. Doi: 10.1108/Ijlma-03-2017-0028.
 18. Pio, R. J. And Tampi, J. R. E. (2018) 'The Influence Of Spiritual Leadership On Quality Of Work Life, Job Satisfaction And Organizational Citizenship Behavior', *International Journal Of Law And Management*, 60(2), Pp. 757–767. Doi: 10.1108/Ijlma-03-2017-0028.
 19. Prihatsanti, U. And Dewi, K. S. (2010) 'Hubungan Antara Iklim Organisasi Dan Organizational Citizenship Behavior', *Jurnal Psikologi Undip*, 7(1), Pp. 11–17. Doi: 10.14710/Jpu.7.1.11-17.
 20. Rai, R. And Tripathi, S. (2015) 'A Study On Qwl And Its Effects On Job Performance', *Journal Ofmanagement Sciences And Technology*, 2(2), Pp. 33–42.
 21. Robbins, S. P. And Judge, T. A. (2008) *Perilaku Organisasi*. Jakarta: Salemba Empat.
 22. Ruhana, I. *Et Al.* (2019) 'The Effect Of Quality Of Work Life (Qwl) On Job Satisfaction And Organization Citizenship Behavior (Ocb) (A Study Of Nurse At Numerous Hospitals In Malang, Indonesia)', *Journal Of Public Administration Studies*, 4(2), Pp. 51–58.
 23. Sumiati, Ardiana, D. Ketut R. And Pratiwi, A. I. (2018) 'Pengaruh Komitmen Organisasi, Quality Of Work Life (Qwl) Terhadap Organization Citizenship Behavior (Ocb) Dan Kinerja Pegawai Pada Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Bangkalan Madura Jawa Timur', *Ilmu Ekonomi & Manajemen*, 05(01), Pp. 24–36.
 24. Sumiati, Ardiana, I. D. K. R. And Pratiwi, A. I. (2018) 'Pengaruh Komitmen Organisasi, Quality Of Work Life (Qwl) Terhadap Organizational Citizenship Behavior (Ocb) Dan Kinerja Pegawai Pada Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Bangkalan Madura Jawa Timur', *Jurnal Ilmu Ekonomi & Manajemen*, 05(01), Pp. 24–36.
 25. Syah, A. (2020) *Pengaruh Kepemimpinan Spiritual, Kualitas Kehidupan Kerja, Etos Kerja Islami Terhadap Kinerja Pegawai Melalui Organizational Citizenship Behavior (Studi Kasus Pegawai Bank Sumut Syariah Di Kota Medan)*. Available At: [Http://Repository.Uinsu.Ac.Id/9114/1/Disertasi.Pdf](http://Repository.Uinsu.Ac.Id/9114/1/Disertasi.Pdf).
 26. Tobing, D. S. K. L. (2009) 'Pengaruh Komitmen Organisasional Dan Kepuasan Kerja Terhadap Kinerja Karyawan Pt. Perkebunan Nusantara Iii Di Sumatera Utara', *Jurnal Manajemen Dan Wirausaha*, 11(1), Pp. 31–37. Doi: 10.9744/Jmk.11.1.Pp.31-37.
 27. Traiyotee, P., Taeporamaysamai, P. And Saksamrit, N. (2019) 'Quality Of Work Life Affecting On Organizational Commitment Through Organizational Behaviour : A Case Of Pt Gas Service Station Employees In Northeast , Thailand', *International Academic Multidisciplinary Research Conference In Vienna* , Pp. 267–272.
 28. Ubagu, M. M., Achia, U. S. And Gbuushi, J. A. (2020) 'Perceived Effect Of Motivational Strategies Of Promotion And Work Environment On The Job Performance Of Library Personnel Of Universities In Benue State, Nigeria', *Journal Of Library Services And Technologies*, 2(1), Pp. 79–89. Doi: 10.47524/Jlst.V2i1.8.
 29. Ukkas, I. And Latif, D. (2015) 'Pengaruh Iklim Organisasi Dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior (Ocb)', 06(01).
 30. Zin, R. M. (2004) 'Perception Of Professional Engineers Toward Quality Of Worklife And Organizational Commitment A Case Study Razali Mat Zin', *International Journal Of Business*, 6(3).