

## The Role of Organizational Commitment as Mediation Competence and Personality to Organizational Citizenship Behavior

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**Abstract.** Study on the influence of competence and personality on organizational citizenship behavior has been widely conducted and shows different results, so it is necessary to conduct a more comprehensive review. The purpose of this study is to analyze and describe the influence of Competence and Personality on organizational commitment and to analyze and describe the influence of competence, personality and on Organizational Citizenship Behavior through Organizational commitment. The analysis method used is explanatory, namely explaining the causal relationship between competency and personality variables. organizational citizenship behavior or through organizational commitment as an intervening variable. This study uses perception data from ASN (State Civil Apparatus) employees. Civil Servants) regarding the indicators of the research variables. A total of 110 questionnaires have been distributed to employees who are respondents of the study. The analysis tool uses multiple linear regression. This study's findings provide empirical evidence that competence positively and significantly influences organizational commitment. Personality has a positive and significant effect on organizational commitment. significant to organizational commitment. Competence has a significant positive effect on Organizational Citizenship Behavior. Personality has positive influence and significant to Organizational Citizenship Behavior. Organizational commitment has a positive influence and significant towards Organizational Citizenship Behavior.

**Keywords :** *Competence; Personality; Organizational Commitment; Organizational City Zenship Behavior*

### INTRODUCTION

Human Resources (HR) serve as a vital asset within any organization. They play a critical role in achieving organizational objectives and act as the driving force behind the realization of established goals and targets. Consequently, the organization's productivity is heavily influenced by the performance and productivity of its HR. the disproportionate allocation of ASN (State Civil Apparatus) Civil Service) in terms of their quantity, quality, and geographical distribution. Furthermore, the productivity level of ASN (State Civil Apparatus) Civil Service) remains low, and the management of apparatus HR has yet to be optimized to enhance professionalism, employee performance, and overall organizational efficiency.

The existence of these problems became the background for the birth of Presidential Regulation No. 81 of 2010 concerning the Grand Design of Bureaucratic Reform. In the Grand Design, there are 8 areas of change, one of which focuses on Human Resources of the State Apparatus. With the existence of Bureaucratic Reform that focuses on Human Resources of the State Apparatus, it is hoped that the quality of good, clean governance can be realized, and free from corruption, collusion, and nepotism.

ASN (State Civil Apparatus) Employees Civil Servants) in carrying out their duties as supporters of human resource development cannot be separated from the role of Civil Servants as the driving force of the organization, so that in implementing human resource

development in the City Government environment , active participation and cooperation between colleagues are needed. The main tasks and functions of civil servants ASN ( State Civil Apparatus) Civil Service) , Semarang is mostly located in the personnel administration service. The following is the management's assessment of the extra roles carried out by employees related to TUPOKSI in working.

Based on interviews with ASN ( State Civil Apparatus) leaders Civil Service) in each each region ministry regarding Employee Extra Role Behavior (OCB), presented in the form of a statement from the leadership that Some employees show behavior of refusing to replace colleagues who are absent from work , Some employees expressed their inability to help their co-workers with their work , Some employees show an indifferent attitude in orienting new employees , All employees are willing to learn about the tasks in their work , Most employees refuse to do tasks that are not their responsibility , Some employees are not willing to help solve personal problems of coworkers , Some employees show behavior that is unwilling to take the time to help with difficulties experienced by coworkers , Some employees show behavior that is unwilling to motivate coworkers to do better tasks , It is rare for employees to take action for the good of the team, even though it is not their colleague's main task , Some employees can keep the secrets of the workplace agency , Some employees can build togetherness and solidarity in the work team , All employees can make reports if an error or unwanted incident occurs And Not all employees are willing to attend meetings such as room meetings and discussions which are considered important for improving work/task results even though they are not required.

Seeing the assessment given by the leader regarding employee behavior in carrying out work such as the data stated in the leader's statement above illustrates that ASN employees prioritize individualism rather than extra-role behavior in working. This phenomenon is a supporter to explain the low OCB in every civil servant towards their organization. So this research aims to test the direct influence between Competence and Personality on Organizational City Zenship Behavior and test the indirect influence, namely through organizational commitment as a mediating variable.

OCB is a very important element to improve performance in the organizational world. According to Enhart (2004) in Khalid and Ali (2005) OCB is defined as behavior that enhances social values and maintains a psychological environment that supports work results. Johns (1996) in Budihardjo (2014) states that OCB has the characteristics of voluntary behavior (extra-role behavior) which is not included in the job description, spontaneous behavior/without targets or orders from someone, behavior that is helpful, as well as behavior that is not easily visible and assessed through performance evaluation. According to Podsakoff et al. (2000), Organizational Citizenship Behavior (OCB) can influence organizational effectiveness for several reasons. First, OCB can help increase coworker productivity. Second, OCB can help increase managerial productivity. Third, OCB can help streamline the use of organizational resources for productive purposes.

According to Powell (1997) Competence comes from the word "competency" which is a noun which is defined as 1) skill, ability, competency 2) authority. The adjective of competence is competent, which means capable, able and agile. This understanding of competence is in principle the same as the definition of competence according to Stephen Robbin (2007) that competence is "a person's ability or capacity to carry out various tasks in a job, where This ability is determined by 2 (two) factors, namely intellectual ability and physical ability.

Spencer and Spencer in Palan (2007) suggest that competence shows the characteristics that underlie behavior that describe motives, personal characteristics (characteristics), self-concept, values, knowledge or skills that someone who performs superiorly (superior performer) brings to the workplace. . According to Usman Wibowo and Hamrin, (2012), competence is the ability possessed by an individual. Sagala believes that competency is the ability to carry out something that is obtained through education and training.

That personality is a dynamic organization in an individual's psychophysiological system that determines how he uniquely adapts to his environment (Robbins 2007). Widyasari, Syahlani, and Santosa (2007) Garver and Michael (1998) revealed that personality is a hidden dynamic arrangement within a person which is a system that will create a characteristic arrangement of a person's behavior, thoughts and feelings. Meanwhile, McCrae and Costa (1989) stated that personality represents a person's characteristics which are recorded as a fixed arrangement of feelings, thoughts and behavior. Personality is a very broad definition that will focus on many aspects of a person's differences. At the same time personality suggests to us to follow a fixed order of behavior and hidden qualities in a person.

Robbins and Judge (2015) define organizational commitment as a situation where employees identify with an organization, its goals and hopes to remain a member of the company/agency. In other words, organizational commitment is related to employees' high desire to share and sacrifice for the company. According to Robbins (2006), organizational commitment is a status where an employee identifies with a particular organization and expects to maintain his or her membership in that organization.

According to William and Hazer (1986) organizational commitment is the level of frequency of individual identification and connection with the organization they join. According to Griffin (2004), organizational commitment is an attitude that describes the extent to which an individual knows and is attached to their organization. Wiener (1982) in Indra (2009) defines organizational commitment as encouragement from within an individual to do something in order to support the success of the organization in accordance with its goals and prioritize the interests of the organization rather than its own interests. Organizational commitment can grow because individuals have an emotional bond with the organization which includes moral support and acceptance of the values that exist in the organization as well as an inner determination to serve the organization. Individuals who are highly committed will put the interests of their organization first and strive to make the organization more productive.

## **METHOD**

### **Population, Sample, and Analysis Tools**

The population refers to a general area encompassing objects or subjects with specific qualities and characteristics established by researchers for study, ultimately leading to conclusions. A sample represents a subset of the population's characteristics (Sugiyono, 2004). This study involves 110 ASN ( State Civil Apparatus ) Civil Service ) leaders serving as civil servants across various ministries.

To address the issues examined in this study, multiple linear regression analysis (Multiple Regression) is employed. Regression analysis fundamentally investigates the relationship between dependent variables (bound variables) and one or more independent variables (explanatory/free variables) to estimate and/or predict the population mean or

values of the dependent variables based on the known values of the independent variables (Ghozali, 2013). When the independent variables include two or more variables, the analysis is referred to as multiple regression. Given that the independent variables in this research exceed two, the regression applied is categorized as multiple regression. This study utilizes two regression models, namely:

Regression I:  $Y_1 = a + b_1 X_1 + b_2 X_2 + e$

Regression II:  $Y_2 = a + b_3 X_1 + b_4 X_2 + b_5 Y_1 + e$

### Research Framework

Building on previous theories and research results, the conceptual framework is as follows:

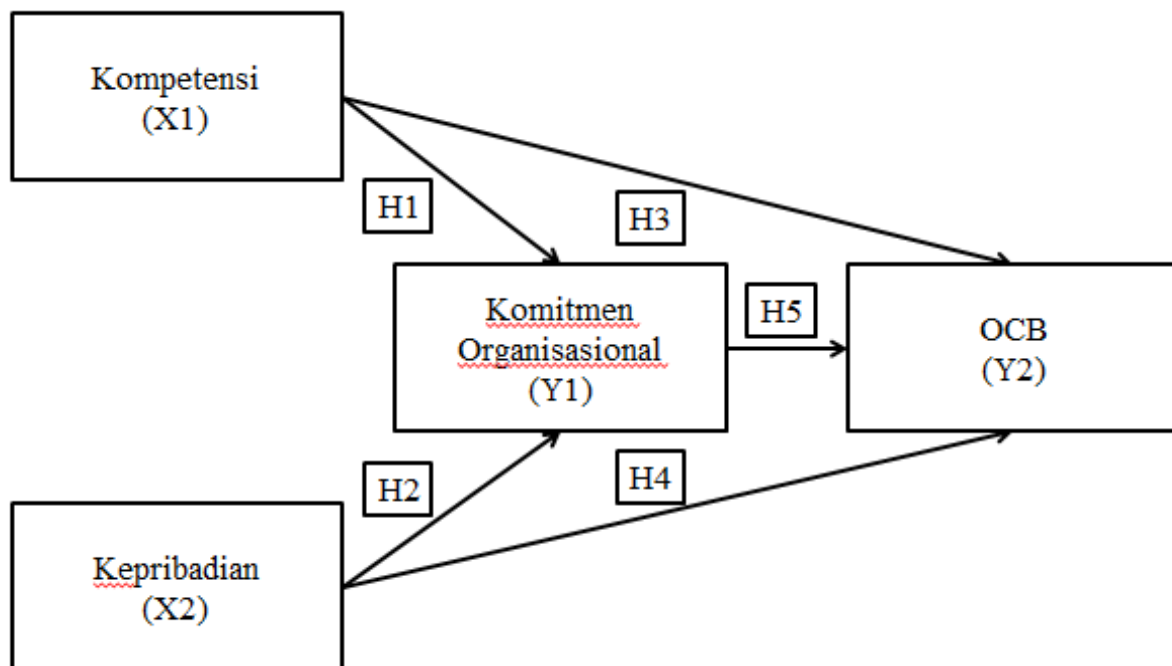


Figure 1. Framework of Thought

It can be seen from the above framework, if OCB can be directly influenced by competency variables and personality variables. In addition, OCB can also be indirectly influenced by competency variables and personality variables through organizational commitment.

### Hypothesis Development

H1 : competence influential positive And significant to commitment organization

H2: Personality has a positive and significant influence on organizational commitment.

H3: Competence has a positive and significant influence on *Organizational Citizenship Behavior* (OCB)

H 4: Personality has a positive effect on OCB.

H5: organizational commitment has a positive effect on OCB.

## RESULTS AND DISCUSSION

### Data Instrument Test

**Table 1. Validity Test Results**

Variables	Indicator	KMO Value > 0.5	Loading Factor > 0.4	Information
Competence (X1)	1) Economic needs drive	.684	.641	Valid
	2) Social needs drive		.649	Valid
	3) Psychological need drives		.601	Valid
	4) Character		.422	Valid
	5) Characteristic		.817	Valid
	6) Behavior		.648	Valid
	7) Attitude		.732	Valid
	8) Appearance		.568	Valid
	9) Speak the language		.565	Valid
	10) Knowledge of service procedures		.486	Valid
	11) Technical knowledge of service		.609	Valid
Personality (X2)	1) Easy socialize	.711	.479	Valid
	2) Like Work The same		.427	Valid
	3) Not quite enough answer		.693	Valid
	4) Warm		.414	Valid
	5) Calm		.866	Valid
	6) Regular		.816	Valid
	7) Can reliable		.680	Valid
	8) Full trust		.506	Valid
Organizational commitment (Y1)	1) Use up remainder career	.728	.414	Valid
	2) connection emotional		.518	Valid
	3) Problem organization problem I		.514	Valid
	4) No easy bound with other organizations		.457	Valid
	5) Difficult For leave organization		.872	Valid
	6) Loss when leave organization		.877	Valid
	7) Lots matter disturbed if leave organization		.879	Valid
Organizational Citizenship Behavior (OCB) (Y2)	1) Replacing a coworker who is absent from work	.770		
	2) Helping co-workers with their work			
	3) orienting new employees		.565	Valid
	4) Willing to learn about the tasks in his job		.634	Valid
	5) Willing to do tasks that are not his responsibility		.837	Valid
	6) Willing to help solve co-workers' personal problems		.517	Valid
	7) Taking the time to help out with a coworker's difficulties		.773	Valid
	8) Motivating coworkers to do a better job		.835	Valid
	9) Leave colleagues who will take action for the good of the team		.890	Valid
	10) Keeping the secret of the agency t		.858	Valid
	11) Build togetherness and cohesion in the work team		.912	Valid
	12) Not letting other officers do something that could cause problems		.810	Valid
	13) Make a report if there is an error action or an unwanted event		.419	Valid
	14) Willing to attend meetings such as meetings and discussions even if not required		.467	Valid

Source : processed primary data, 2024

Shows a KMO value > 0.5 and a loading factor > 0.4, which means that each indicator used as a questionnaire question is valid or legitimate to be used as a measuring tool for research variables.

**Table 2. Reliability Test Results**

Variables	Cronbach's Alpha	Standard $\alpha$	Information
Competence	0.826	0.7	Reliable
Personality	0.775	0.7	Reliable
Organizational commitment	0.801	0.7	Reliable
Organizational Citizenship Behavior	0.907	0.7	Reliable

Source: processed primary data, 2024

It is demonstrated that the variables of competence, personality, organizational commitment, and Organizational Citizenship Behavior possess an Alpha coefficient greater than 0.7, indicating that all measurement constructs for each variable derived from the questionnaire are reliable.

### Classical Assumption Test

#### Normality Test

The Kolmogorov-Smirnov test is utilized in this study, namely by comparing the Kolmogorov Smirnov value > 5% significance level.

**Table 3. Stage 1 Normality Test  
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		110
Normal Parameters <sup>a</sup>	Mean	.0000000
	Std. Deviation	3.36413159
Most Extreme Differences	Absolute	.066
	Positive	.066
	Negative	-.042
Kolmogorov-Smirnov Z		.692
Asymp. Sig. (2-tailed)		.725

a. Test distribution is Normal (Source: processed primary data, 2024)

**Table 4. Normality Test Stage 2  
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		110
Normal Parameters <sup>a</sup>	Mean	.0000000
	Std. Deviation	5.48078977
Most Extreme Differences	Absolute	.043
	Positive	.027
	Negative	-.043
Kolmogorov-Smirnov Z		.446
Asymp. Sig. (2-tailed)		.989

a. Test distribution is Normal (Source: processed primary data, 2024)

It can be seen in the normality test of data stages 1 and 2. Stage 1 has a Kolmogorov Smirnov Z value of 0.692 with asymp. Sig 0.725 > 0.05. Stage II has a Kolmogorov Smirnov Z value of 0.446 with asymp. Sig 0.989 > 0.05, so it can be concluded that the data is normally distributed.

### Multicollinearity Test

The multicollinearity test in this study can be seen from the tolerance value > 0.01 and VIF < 10.

**Table 5. Multicollinearity Test Stage 1  
Coefficients <sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1,328	2.410		.551	.583		
Competence	.397	.064	.500	6.158	.000	.615	1.625
Personality	.316	.077	.333	4.099	.000	.615	1.625

a. Dependent Variable: Organizational Commitment (Source: processed primary data, 2024)

**Table 6. Multicollinearity Test Stage 2**  
**Coefficients <sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-3.031	3.950		-.767	.445		
Competence	.317	.123	.202	2.579	.011	.454	2.201
Personality	.960	.136	.510	7.062	.000	.532	1.880
Organizational Commitment	.468	.158	.236	2.956	.004	.434	2.307

a. Dependent Variable: OCB (Source: processed primary data, 2024)

The results from stages 1 and 2 of the multicollinearity test indicate that the tolerance value exceeds 0.01, and the VIF is below 10. Therefore, it can be concluded that multicollinearity is not present.

### Heteroscedasticity Test

Heteroscedasticity testing in this study uses the Park test, namely by performing natural log and squaring the residual value.

**Table 7. Heteroscedasticity Test Stage 1**  
**Coefficients <sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.417	2.143		1.128	.262		
Kompetensi	-.059	.057	-.126	-1.026	.307	.615	1.625
Kepribadian	.028	.069	.049	.402	.688	.615	1.625

a. Dependent Variable: park1

**Table 8. Heteroscedasticity Test Stage 2**  
**Coefficients <sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.073	1.408		1.472	.144		
Competence	.000	.044	.001	.010	.992	.454	2.201
Personality	-.056	.048	-.152	-1.154	.251	.532	1.880
Organizational Commitment	.071	.056	.185	1.265	.209	.434	2.307

a. Dependent Variable: park2 (Source: processed primary data, 2024)

It can be seen in the heteroscedasticity test stage 1, Regarding the influence of competence and personality on organizational commitment, the p-value exceeds 0.05, indicating that heteroscedasticity is absent.

It can be seen in the heteroscedasticity test stage 2, regarding the effect of personality competence and organizational commitment on Organizational Citizenship Behavior, the significance value is greater than 0.05. Thus, it can be inferred that heteroscedasticity symptoms are absent.

### Multiple Linear Regression Test

The process of hypothesis testing is conducted through multiple regression analysis, establishing the connection between the independent and dependent variables.

**Table 9. Multiple Linear Regression Test Stage 1**  
**Coefficients <sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.328	2.410		.551	.583		
Competence	.397	.064	.500	6.158	.000	.615	1.625
Personality	.316	.077	.333	4.099	.000	.615	1.625

a. Dependent Variable: Organizational Commitment

Source: processed primary data, 2024

**Table 10. Multiple Linear Regression Test Stage 2**  
**Coefficients <sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-3.031	3.950		-.767	.445		
Competence	.317	.123	.202	2.579	.011	.454	2.201
Personality	.960	.136	.510	7.062	.000	.532	1.880
Organizational Commitment	.468	.158	.236	2.956	.004	.434	2.307

a. Dependent Variable: OCB

Source: processed primary data, 2024

The results of multiple linear regression can be used as a regression equation as follows:

#### Phase I

**Organizational commitment = 1.328 + 0.397 competence + 0.316 personality**

#### Phase II

**Organizational Citizenship Behavior = -3.031 + 0.317 competence + 0.960 personality + 0.468 organizational commitment**



## Coefficient of Determination

**Table 11. Stage 1 Determination Coefficient Test**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.753 <sup>a</sup>	.566	.558	3.39543

a. Predictors: (Constant), Personality, Competence

Source: processed primary data, 20 24

**Table 12. Stage 2 Determination Coefficient Test**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.840 <sup>a</sup>	.706	.698	5.55781

a. Predictors: (Constant), Organizational Commitment, Personality, Competence

Source: processed primary data, 2024

Based on the determination coefficient table in stage 1, the *Adjusted R Square* value is 0.558, which means that organizational commitment (Y1) can be explained by the competency variables (X1), personality (X2), by 55.8%. And in the determination coefficient table in stage 2, the *Adjusted R Square* value is 0.698, which means that *Organizational Citizenship Behavior* (Y2) can be explained by the competency variables (X1), personality (X2), organizational commitment (Y1) by 69.8%, while the rest is influenced by other variables outside the research model.

## T-test

**Table 13. Stage 1 t-test**

**Coefficients<sup>a</sup>**

Model	Unstandardize d Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Toleranc e	VIF
1 (Constant)	1.328	2.410		.551	.583		
Kompetensi	.397	.064	.500	6.158	.000	.615	1.625
Kepribadian	.316	.077	.333	4.099	.000	.615	1.625

a. Dependent Variable: Organizational Commitment

Source: processed primary data, 2024

Mark significance of  $0.000 < 0.05$ . This means that competence has a positive and significant effect on organizational commitment. the show that hypothesis 1 in study This is accepted.

Mark significance results of  $0.000 < 0.05$  which means that partially variable positive and influential personality significant to organizational commitment . Matter the show that hypothesis 2 in study This is accepted .

**Tabel 14. Uji t Tahap 2**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-3.031	3.950		-.767	.445		
Kompetensi	.317	.123	.202	2.579	.011	.454	2.201
Personality	.960	.136	.510	7.062	.000	.532	1.880
Organizational Commitment	.468	.158	.236	2.956	.004	.434	2.307

a. Dependent Variable: OCB

Source: processed primary data, 2024

Significance value of  $0.011 < 0.05$ , which means that competence has a positive and significant influence on *Organizational Citizenship Behavior*. the show that hypothesis 3 in study This accepted.

Significance value of  $0.000 < 0.05$  which means that partially variable Personality has positive influence and significant to *Organizational Citizenship Behavior*. Matter the show that hypothesis 4 in study This accepted.

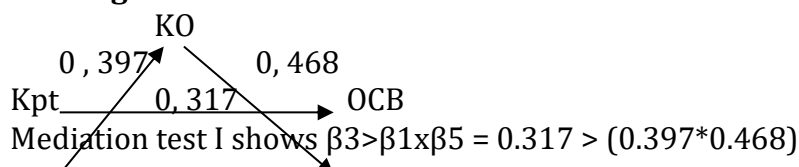
Significance value of  $0.004 < 0.05$  which means that partially variable Organizational commitment has positive influence and significant to *Organizational Citizenship Behavior*. Matter the show that hypothesis 5 in study This accepted.

### Mediation Effect Test

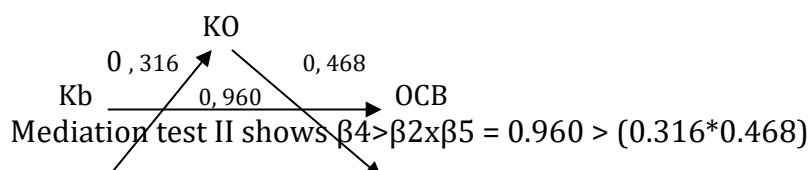
The results of the regression equations of stages 1 and 2 can be used as a basis for testing mediation as follows:

**Organizational commitment = 1.328 + 0.397 competence + 0.316 personality**

***Organizational Citizenship Behavior* = -3.031 + 0.317 competence + 0.960 personality + 0.468 organizational commitment**



which means that organizational commitment tends to have no stronger influence than competence on *Organizational Citizenship Behavior*.



which means that organizational commitment tends to have a no stronger influence than personality on *Organizational Citizenship Behavior*.

The direct influence between Competency and Personality on Organizational Cityzenship Behavior results show that competence has a significant influence on Organizational Cityzenship Behavior, which means that with the competency of ASN which includes encouragement of economic needs, encouragement of social needs, encouragement of psychological needs, character, traits, behavior, Attitude, Appearance, Speech, Knowledge of service procedures and Technical knowledge of service can increase the role of OCB such as Replacing co-workers who are absent from work, Helping co-workers with their work, orienting new employees, Willing to learn about tasks in work, Not allowing other employees to do something that could cause problems, Making reports if an error or unwanted incident occurs and Willing to attend meetings such as meetings and discussions even though it is not required.

Likewise, by increasing the role of personality variables which are measured as easy to socialize, happy to work together, responsible, warm, calm, organized, reliable and full of trust, this can directly increase organizational city zenship behavior which includes willingness to do tasks that are not their responsibility, Willing to help solve co-workers' personal problems, Taking time to help with difficulties experienced by co-workers, Motivating co-workers to do better tasks, Letting colleagues take action for the good of the team, Keeping agency secrets, Building togetherness and cohesiveness in the work team.

The indirect influence shows that the variable organizational commitment can significantly mediate between Competence and Personality on Organizational City Zenship Behavior, which means that the role of organizational commitment which includes spending the rest of the career, emotional relationships, organizational problems, my problems, not easily tied to other organizations, difficult to leave the organization, Losses if you leave the organization and Many things are disturbed if you leave the organization can bridge employee competence and personality in increasing employee OCB.

Looking at the direct influence and indirect influence, the statistical figures show that the direct influence is more dominant than the indirect influence. So that ASN employees can improve Organizational City Zenship Behavior directly through competence and personality.

## CONCLUSION

Competence and personality both have a positive and significant influence on organizational commitment. Additionally, competence and personality also positively and significantly impact Organizational Citizenship Behavior (OCB). Furthermore, organizational commitment itself has a significant positive influence on OCB. However, the influence of organizational commitment on OCB tends to be weaker than that of competence. Similarly, organizational commitment has a lesser influence on OCB compared to personality.

To enhance Organizational Citizenship Behavior (OCB), improvements can be made through competency and personality variables. First, increasing OCB through competency development can be achieved by providing education and training tailored to employees' main tasks and functions. This training should focus on psychological aspects, fostering self-awareness about the importance of competence and extra-role behaviors that fulfill economic, social, and psychological needs. After completing the training, employees are expected to exhibit positive changes in character, behavior, attitude, appearance, and communication skills. These improvements will enable employees to perform their duties according to service procedures and enhance their technical service abilities at the Pedurungan District Office, Semarang.

Second, strengthening OCB through personality development can be facilitated by leaders who set positive examples. Leaders should demonstrate good social interactions with both the community and employees, foster teamwork, uphold responsibility and reliability, and engage in warm and trustworthy communication. By observing and imitating these positive traits, employees will naturally adopt good personality characteristics. As a result, they will voluntarily perform tasks beyond their primary responsibilities without coercion, further reinforcing a culture of proactive and committed organizational behavior.

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