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Work Motivation, Organizational Commitment, and Transformational Leadership Style on Organizational Citizenship Behavior at PDAM Tirta Sembada Sleman

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Abstrak: Penelitian ini bertujuan untuk menganalisis pengaruh motivasi kerja, komitmen organisasi, dan gaya kepemimpinan transformasional terhadap perilaku kewarganegaraan organisasi (OCB) di kalangan karyawan PDAM Tirta Sembada Sleman. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei melalui penyebaran kuesioner kepada 70 responden. Teknik analisis data meliputi uji validitas dan reliabilitas, uji asumsi klasik, serta pengujian hipotesis (uji-t, uji-F, dan koefisien determinasi). Hasil penelitian menunjukkan bahwa secara parsial, motivasi kerja tidak memiliki pengaruh yang signifikan terhadap OCB, yang mengindikasikan bahwa tingkat motivasi karyawan tidak memengaruhi perilaku kewarganegaraan organisasi. Sementara itu, komitmen organisasi dan gaya kepemimpinan transformasional memiliki pengaruh positif dan signifikan terhadap OCB. Secara simultan, semua variabel independen secara signifikan memengaruhi OCB. Nilai koefisien determinasi (R^2) sebesar 0,913 menunjukkan bahwa 91,3% variasi dalam OCB dapat dijelaskan oleh motivasi kerja, komitmen organisasi, dan gaya kepemimpinan transformasional, sedangkan 8,7% sisanya dipengaruhi oleh faktor-faktor lain di luar model.

Kata kunci: Motivasi Kerja, Komitmen Organisasi, Gaya Kepemimpinan Transformasional, Perilaku Kewarganegaraan Organisasi

Abstract: This study aims to analyze the effect of work motivation, organizational commitment, and transformational leadership style on organizational citizenship behavior (OCB) among employees of PDAM Tirta Sembada Sleman. This research uses a quantitative approach with a survey method by distributing questionnaires to 70 respondents. The data analysis techniques include validity and reliability tests, classical assumption tests, and hypothesis testing (t-test, F-test, and coefficient of determination). The results show that partially, work motivation does not have a significant effect on OCB, indicating that the level of employee motivation does not influence organizational citizenship behavior. Meanwhile, organizational commitment and transformational leadership style have a positive and significant effect on OCB. Simultaneously, all independent variables significantly affect OCB. The coefficient of determination (R^2) value of 0.913 indicates that 91.3% of the variation in

OCB can be explained by work motivation, organizational commitment, and transformational leadership style, while the remaining 8.7% is influenced by other factors outside the model.

Keywords: Work Motivation, Organizational Commitment, Leadership Style Transformational, Organizational Citizenship Behavior

INTRODUCTION

The development of the globalization era has brought change significant in the world of organizations, especially in management source Power human beings. Organizations are required to be able to adapt to the dynamics of an increasingly complex and competitive environment. In in this context, the source Power man become factor the key to success organizational success, because employees not only play a role as executor of duties, but also as driving force main in achieving organizational goals.

One of important aspects in management source Power man is behavior organizational citizenship behavior (OCB), namely behavior voluntary employees who are not direct listed in description work, but contribute to organizational effectiveness. OCB reflects a positive attitude like help coworkers, maintaining a conducive work environment, and demonstrating loyalty towards the organization (Wulandari & Prayitno, 2020). The existence of OCB is very important in improving performance team and quality services, especially in organizations operating in the field service public.

The emergence OCB behavior is influenced by various factors factors, including work motivation, organizational commitment, and style leadership transformational (Tristian et al., 2021). Work motivation is an internal drive that influences passion, direction, and perseverance employee at work. Employees who have high motivation tend to show optimal performance and are willing doing tasks outside not quite enough answer formally.

In addition, organizational commitment also becomes important factors that influence behavior employees. Organizational commitment reflects level attachment emotional, loyalty, and desire employees to remain part from the organization (Fuad et al., 2020). Employees with high commitment generally have a sense of responsibility greater responsibility and willingness give additional contribution to the organization.

On the other hand, style leadership transformational play a role in form behavior positive employees (Gunawan, 2020). Leaders transformational capable inspire, motivate, and push subordinates to achieve better performance tall through clear vision and exemplary leadership. This leadership is not only oriented towards achieving targets, but also towards development potential individual employee (Ainy, 2023).

PDAM Tirta Sembada Sleman as company areas operating in the field clean water services own role strategic in fulfil need society. However, in implementation Still there is various problems, such as height complaint customer, delay handling disturbance services, as well as less than optimal coordination between employees. In addition, there are still found trend employees who work only according to formal duties without showing additional initiative, which indicates low OCB behavior.

This problem shows that there is gap between ideal conditions with conditions actual situation in the field. This is suspected related to suboptimal work motivation, organizational commitment, and implementation style leadership transformational in the work environment. Therefore, it is important to examine factors that influence organizational citizenship behavior to increase organizational effectiveness and quality service (Ramadhani & Suhana, 2024).

Based on this description, this study aims to analyze the influence of work motivation, organizational commitment, and style leadership transformational on organizational citizenship behavior among PDAM Tirta Sembada Sleman employees. The results of this study are expected to can give contribution Good in a way theoretical and practical in resource

management development Power humans, in particular in improving OCB behavior in sector organizations public.

- H1: Work motivation has a positive and significant influence to organizational citizenship behavior
- H2: Organizational Commitment has a positive and significant influence to organizational citizenship behavior
- H3: Leadership style transformational has a positive and significant influence to organizational citizenship behavior
- H4: Work motivation, organizational commitment, and style leadership transformational influence on organizational citizenship behavior

METHOD

This research uses approach quantitative with the aim of analyzing the influence of work motivation, organizational commitment, and style leadership transformational towards organizational citizenship behavior (OCB). Approach quantitative was chosen because This research focuses on measuring variables as well as testing hypothesis through statistical analysis.

Type of research used is study survey, where data is collected in a way direct from respondents use instrument in the form of questionnaire. This research was conducted on PDAM Tirta Sembada Sleman employees as object study.

Population in this research is all over PDAM Tirta Sembada Sleman employees. Water sampling technique samples used is a specific sampling method (adapted to the thesis, for example purposive sampling or saturated sampling), with a number of sample as many as 70 respondents. Selection sample done by considering criteria certain things that are relevant to the objectives study.

Type of data used in This research is primary data obtained direct from respondents through distribution questionnaire. Instrument study use Likert scale with five levels of assessment, ranging from strongly disagree to strongly disagree to strongly agree, to measure perception respondents to variables study.

Variables in This research consists of from variables independent and dependent variables. Variables independent includes work motivation, organizational commitment, and style leadership transformational, whereas the dependent variable is organizational citizenship behavior (OCB). Definition operational of each variable compiled based on relevant indicators according to the theory used in study.

Data analysis techniques used includes data quality testing and hypothesis testing. Data quality testing consists of from validity tests and reliability tests to ensure that instrument study worthy used. Next assumption testing was carried out classical tests which include normality tests, multicollinearity tests, and heteroscedasticity tests to ensure the regression model fulfil basic assumptions.

Testing hypothesis was carried out using multiple linear regression analysis. The partial test (t-test) was used to determine the influence of each variable independent to dependent variable, while the simultaneous test (F test) is used to determine influence variables independent in a way together to dependent variable. In addition, the coefficient determination (R^2) is used to measure the extent to which the ability variables independent in explaining the dependent variable.

By using this research method, it is hoped that can obtained accurate results and can explain the relationship between work motivation, organizational commitment, style leadership transformational, and organizational citizenship behavior of PDAM Tirta Sembada Sleman employees.

RESULTS AND DISCUSSION

Respondent characteristics

The respondents in this study consisted of 70 employees of PDAM Tirta Sembada Sleman. The analysis of respondent characteristics was conducted to provide an overview of the demographic profile, including gender, age, and education level.

Based on gender, the majority of respondents were male. This condition reflects that operational and technical roles within the organization are still predominantly carried out by male employees, although female employees also contribute, particularly in administrative and service-related functions.

In terms of age, most respondents were in the productive age range. This indicates that the organization is supported by a workforce with optimal physical and cognitive abilities, which can positively influence work performance and adaptability. Employees in the productive age group also tend to demonstrate higher engagement and are more likely to exhibit organizational citizenship behavior (OCB).

Based on education level, the majority of respondents had a secondary to higher education background. This suggests that employees possess adequate knowledge and competencies to support their job responsibilities. Higher education levels are generally associated with better analytical skills, broader perspectives, and a stronger awareness of contributing beyond formal job requirements, including engaging in OCB.

Overall, the characteristics of respondents indicate that PDAM Tirta Sembada Sleman is supported by a workforce that is predominantly male, within the productive age range, and relatively well-educated. These conditions provide a strong foundation for enhancing employee performance and fostering organizational citizenship behavior within the organization.

Validity Test

Table 1. Validity Test Results Work Motivation (MK) Variable

Indicator	Item	r- count	r- table	Information
Direction of behavior	MK 1	0.702	0.2352	Valid
	MK 2	0.779		
	MK 3	0.787		
Level of effort	MK 4	0.770		
	MK 5	0.790		
	MK 6	0.743		
Level of persistence	MK 7	0.843		
	MK 8	0.796		
	MK 9	0.801		

Source : Processed Primary Data , 2026

Table 1. Shows the results of the validity test Work Motivation variable. The results of the validity test show that the calculated r value for the statement items 1 to 9 have mark greater than r table of 0.2352 so that statement said to be valid.

Table 2. Validity Test Results Variables Organizational Commitment (OC)

Indicator	Item	r- count	r- table	Information
<i>Affective Commitment</i>	KO 1	0.854		
	KO 2	0.693		
	KO 3	0.731		
<i>Continuous Commitment</i>	KO 4	0.731	0.2352	Valid
	KO 5	0.778		
	KO 6	0.750		
<i>Normative Commitment</i>	KO 7	0.854		
	KO 8	0.857		
	KO 9	0.656		

Source Processed Primary Data, 2026

Table 2. Shows the results of the validity test variables Organizational Commitment. The results of the validity test show that the calculated r value for the statement items 1 to 9 have mark greater than r table of 0.2352 so that statement said to be valid.

Table 3. Validity Test Results Transformational Leadership Style (GPT) Variables

Indicator	Item	r- count	r- table	Information
Ideal Influence	GPT 1	0.578		
	GPT 2	0.573		
Providing Motivation	GPT 3	0.560	0.2352	Valid
	GPT 4	0.675		
Development Intellectual	GPT 5	0.609		
	GPT 6	0.587		
Consideration Individual	GPT 7	0.583		
	GPT 8	0.477		

Source: Processed Primary Data, 2026

Table 3. shows the results of the validity test variables style leadership transformational . The results of the validity test show the calculated r value for the statement items 1 to 8 have mark greater than r table of 0.2352 so that statement said to be valid.

Table 4. Validity Test Results Organizational Citizenship Behavior (OCB) Variables

Indicator	Item	r- count	r- table	Information
<i>Altruism</i>	OCB 1	0.531		
	OCB 2	0.295		
<i>Conscientiousness</i>	OCB 3	0.485		
	OCB 4	0.538		
<i>Sportsmanship</i>	OCB 5	0.738	0.2352	Valid
	OCB 6	0.624		
<i>Courtesy</i>	OCB 7	0.559		
	OCB 8	0.498		
<i>Civic Vertue</i>	OCB 9	0.506		
	OCB10	0.575		

Source: Processed Primary Data, 2026

Table 4. Shows the results of the validity test variables *organizational citizenship behavior*. The results of the validity test show the calculated r value for the statement items 1 to 10 have mark greater than r table of 0.2352 so that statement said to be valid.

Realibility Test

Table 5. Reliability Test

Variables	Cronbach's Alpha	Critical Value	Information
Work motivation	0.919	0.60	Reliable
Organizational Commitment	0.819	0.60	Reliable
Transformational Leadership Style	0.752	0.60	Reliable
<i>Organizational Citizenship Behavior</i>	0.729	0.60	Reliable

Source: Processed Primary Data, 2026

The results of the data reliability test above show that all statements used to measure the variables in This research is declared valid. From the results reliability shows all variables in This research has mark coefficient *Cronbach's Alpha* > 0.60, can concluded that all variables in this study are reliable.

Normality Test

Table 6. Normality Test Results

		Unstandardized Residual	
N		70	
Normal Parameters ^{a,b}	Mean	.0000000	
	Standard Deviation	1.57433838	
Most Extreme Differences	Absolute	.115	
	Positive	.070	
	Negative	-.115	
Test Statistics		.115	
Asymp . Sig. (2-tailed)		.022	
Monte Carlo Sig. (2-tailed)	Sig.	.293	
	99% Confidence Interval	Lower Bound	.281
		Upper Bound	.305 ^{c,d}

- a. Test distribution is Normal
- b. Calculated from data
- c. Lilliefors Significance Correction
- d. Based on sampled tables with starting seed 2000000.

Source: Processed Primary Data, 2026

Based on table 6. can known that work motivation, organizational commitment and style leadership transformational to *organizational citizenship behavior* in the normality test use Kologorov Smirnov was found Monte Carlo Sig value. (2- tailed) 0.293 > 0.05 then can concluded that the data is normally distributed.

Multicollinearity Test

Table 7. Multicollinearity Test Coefficients ^a

Collinearity Statistics			
Model	Tolerance	VIF	Results
1	Work motivation	.306	3,271
	Organizational Commitment	.306	3,272
	Transformational Leadership Style	.981	1,019

a. Dependent Variables: *Organizational Citizenship Behavior*
 Source: Processed Primary Data, 2026

Detect multicollinearity test by looking at tolerance value and its opposite *Variant Inflation Factor* (VIF), if mark If the tolerance is above 0.1 and the VIF value is below 10, multicollinearity will not occur.

Heteroscedasticity

Table 8. Heteroscedasticity Test Results Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	-15,270	5,749		-2,656	.010
TOTAL MK	.149	.214	.154	.695	.490
TOTAL KO	.090	.147	.136	.136	.543
TOTAL GPT	.157	.088	.227	1,792	.078

a. Dependent Variable: ABS_RES
 Source: Processed Primary Data, 2026

From table 4.16 above can concluded that the Park heteroscedasticity test stated own mark significant independent variables above 0.05. So that concluded that in the regression model was not found existence heteroscedasticity.

Hypotesis

Table 9. T-Test Results Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	-4,575	2,176		-2.102	.039
TOTAL MK	.023	.058	.021	.398	.692
TOTAL KO	.123	.059	.113	2,082	.041
TOTAL GPT	1,223	.047	.954	25,955	.000

a. Dependent Variable : *Organizational Citizenship Behavior*
 Source : Primary Data Processed , 2026

Based on results table 9. can concluded:

a. Work motivation

Do not have influence to *organizational citizenship behavior*. The results of the hypothesis test show that t - value of 0.398. The results of the hypothesis show that t table value < of sig. value 0.692 ($0.398 < 2.027$) while based on the calculation sig value is known to be 0.05

b. Organizational Commitment

Own influence to *organizational citizenship behavior*. The results of the hypothesis test show that t - value of 2,082. The results of the hypothesis show that t table value > from sig. value 0.041 ($2.082 > 2.027$) while based on the calculation sig value is known to be 0.05

c. Transformational Leadership Style

Own influence to *organizational citizenship behavior*. The results of the hypothesis test show that the calculated t of 25,955. The results of the hypothesis show that t table value > from sig. 0.000 ($25.955 > 2.027$) while based on the calculation sig value is known to be 0.05

Table 10. F Test ANOVA ^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1783,522	3	594,507	230.47	.000
	Residual	170.25	66	2.58		
	Total	1953,771	69			

a. Dependent Variable: Organizational Citizenship Behavior

b. Predictors: (Constant), Transformational Leadership Style, Work Motivation, Organizational Commitment

Source: Primary Data Processed, 2026

From table 10. above known mark significant of $0.000 < 0.05$ then can concluded that work motivation, organizational commitment, and style leadership transformational has a significant influence in a way together (simultaneously) against organizational citizenship behavior.

Table 11. Determination Test (R²) Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.955 ^a	0.913	0.909	1,606

a. Predictors: (Constant), Transformational Leadership Style, Work Motivation, Organizational Commitment

Source: Processed Primary Data, 2026

In table 11 above obtained mark *R Square* of 0.913 which means by 91.3%. Based on these data, it can be concluded that dependent variable of 91.3%, then the remaining 8.7% is influenced by other factors outside the model.

Discussion

The results of the study show that work motivation does not have a significant effect. towards organizational citizenship behavior (OCB). This indicates that tall low work motivation is not always push employees to do behavior outside of formal duties. Thus, OCB is not only influenced by internal motivational factors, but also possibly influenced by other factors such as the work environment and organizational values.

On the other hand, organizational commitment has been shown to have a positive and significant influence. towards OCB. (Ulfa et al., 2025) Employees who have attachment

emotional and sense of belonging towards the organization tend to show behavior more volunteering high. This shows that organizational commitment to become important factors in push emergence OCB behavior.

In addition, the style leadership transformational also has a positive and significant influence towards OCB. Capable leader give inspiration, motivation, and a clear vision can push employees for more proactive as well as contribute more towards the organization. This emphasizes the importance of the role leadership in form behavior positive employee.

CONCLUSION

This study concludes that in a way partial work motivation has no significant effect towards organizational citizenship behavior (OCB), whereas organizational commitment and style leadership transformational has a positive and significant influence towards OCB. In general simultaneous, third the variable has a significant influence towards OCB. This finding shows that increase in OCB more influenced by factors organizational commitment and leadership transformational compared to work motivation. Therefore, organizations need to strengthen commitment employee as well as apply inspirational leadership to enhance OCB behavior and organizational effectiveness.

This research has implications theoretical and practical . In theoretical , results research shows that organizational commitment and style leadership transformational plays an important role in increasing organizational citizenship behavior (OCB), while work motivation does not always have a direct effect. This finding enriches resource management studies Power human and open opportunity study advanced related other factors that influence OCB.

Appendix

No	Variables	Indicator Study	Statement	Source
1.	Work Motivation (X1)	1. Direction of Behavior	I have good relations with my colleagues .	(Febriani & Fatmawati, 2020)
			I obey to work regulations set by the company .	
			I never appear without notice .	
		2. Business Level	I have initiative to improve poor work results .	
			I have accuracy at work.	
			I concentrate at work.	
		3. Level of Persistence	I try finish work with organizational standards .	
			I try not to do that error at work.	
			If I get reprimand from leaders , do not give up easily , but are increasingly motivated .	
2.	Commitment (X2)	1. Affective Commitment	I am willing make extra efforts beside work that has been	(Putri & Fariana, 2024)
			determined to help success company .	
			I said to friends I that the company i work for is a very good place to work.	
			I feel like I have high commitment to the company where I work.	

No	Variables	Indicator Study	Statement	Source
		2. Continuous Commitment.	I feel more profitable to stay in the company . I care about the future fate of this company come . I feel like I have bond strong emotional attachment to the organization I work for.	
		3. Normative Commitment	I feel responsible answer to achievement objective company . I am able adapt face various challenges in the organizational environment. I feel involved in a way active in organizational activities.	
3.	Transformational Leadership Style (X3)	influence (Idealized influence)	feel like a leader as role model for employees . I feel like a leader respected by employees .	(Cahya & Andri, 2025)
		2. Providing motivation (Inspirational leadership/ motivation)	The leader made me motivated to be able to work more Good . The leader made me inspired in I get encouragement from my leaders to get the job done in new ways	
		3. Development intellectual (Intellectual simulation)	I get encouragement from leader to complete work in ways new . I get encouragement from leaders to be able to work collaboratively creative and innovative.	
		4. Considerations Individual	I feel like a leader treat me well and correctly. Leaders accept input from I .	
4.	Organizational Citizenship Behavior (Y)	1. Altruism .	I volunteer present assistance to colleagues who need it help . I am willing replace work absent co- workers present .	(Cahya & Andri, 2025)
		2. Conscientiousness.	I am willing comply regulation company . I am willing arrive on time	
		3. Sportsmanship .	I will guard unpleasant conditions so that they do not have a greater impact bad . I will take things good and learning from problems that occur.	

No	Variables	Indicator Study	Statement	Source
		4. Courtesy.	I am willing help prevent problems in work .	
			I am willing guard working environment conditions to remain conducive .	
		5. Civic vertue .	I will finish work with full responsibility answer .	
			I never sigh regarding company duties .	

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