



DIJEMSS:
**Dinasti International Journal of Education
Management and Social Science**

E-ISSN: 2686-6331
P-ISSN: 2686-6358

<https://dinastipub.org/DIJEMSS> ✉ dinasti.info@gmail.com ☎ +62 811 7404 455

DOI: <https://doi.org/10.38035/dijemss.v6i3>
<https://creativecommons.org/licenses/by/4.0/>

The Effect of Communication and Commitment on Performance with Organizational Citizenship Behaviour (OCB) as an Intervening Variable

Dewi Ulfah Arini¹

¹Universitas Pamulang, Banten, Indonesia, dosen01628@unpam.ac.id

Corresponding Author: dosen01628@unpam.ac.id

Abstract: This study aims to analyse the effect of commitment and communication on employee performance, with Organizational Citizenship Behavior (OCB) acting as an intervening variable. A quantitative approach was employed, utilizing surveys and distributing questionnaires to 100 employees to gather data. Path analysis was applied to explore both the direct and indirect effects of commitment and communication on performance, as well as the mediating role of OCB. The analysis revealed reliability and validity scores for Commitment (0.806; 0.720), Communication (0.837; 0.606), OCB (0.907; 0.729), and Employee Performance (0.880; 0.627). The findings indicate that commitment and communication significantly enhance employee performance, with OCB playing a pivotal role in reinforcing this relationship. These results offer strategic guidance for organizations aiming to boost performance by fostering commitment, effective communication, and OCB in the workplace.

Keyword: Commitment, Performance, Organizational Citizenship Behavior, Communication.

INTRODUCTION

Employee performance is a critical determinant of an organization's success (Sandhika & Sobandi, 2018). Achieving optimal performance not only ensures the effective and efficient completion of tasks but also significantly enhances the organization's productivity and competitive edge in the market (Bititci, 2015). When employees perform at their best, they produce higher-quality outputs, accelerate target achievements, and add substantial value to the organization. Furthermore, strong performance fosters a positive and collaborative workplace culture, ultimately boosting employee loyalty and motivation to contribute further. Organizations that successfully maximize employee performance are better equipped to navigate business challenges and maintain a competitive advantage within their industries (Budimansyah & Axel, 2024).

Employee commitment to the organization plays a pivotal role in shaping the quality of their performance (Aisyah, 2020; Heydari & Lai, 2019). Highly committed employees are typically more dedicated, loyal, and aligned with the organization's goals. They go beyond merely completing daily tasks, striving instead to make meaningful contributions to the

company's long-term success (Parinding et al., 2024). Such commitment drives motivation, proactivity, and resilience when facing work challenges, leading to a heightened sense of responsibility. As a result, employees deliver consistent and efficient performance that aligns with the organization's vision and mission, reinforcing its competitive position in the market (Yu et al., 2019).

Effective communication is an essential factor in organizational success, functioning as the bridge that connects team members in pursuit of shared goals (Alamsyahdana et al., 2023; Mishra et al., 2014). Clear communication between managers and subordinates, as well as among colleagues, helps define expectations, responsibilities, and tasks, thereby minimizing misunderstandings that could impede productivity (Alexander Hery, 2022). Additionally, open and transparent communication fosters a collaborative environment where ideas and solutions are exchanged more effectively. Smooth communication facilitates teamwork, enhances trust, and strengthens cooperation, ultimately contributing to the achievement of organizational objectives (Kanki, 2019).

Organizational Citizenship Behavior (OCB) refers to employees' discretionary behaviors that exceed formal job responsibilities and contribute to overall organizational effectiveness (Anam, 2017; Azmi et al., 2016). These behaviors include assisting colleagues, taking initiative, and exhibiting flexibility and cooperation in times of change. Although not formally required, OCB has a profound impact on cultivating a productive and harmonious workplace (Qomar & Hans, 2023). As an intervening variable, OCB bridges the relationship between employee commitment, effective communication, and organizational performance. Employees with high levels of commitment and strong communication skills are more likely to demonstrate OCB, which subsequently enhances both individual and team performance (Heryudanto & Suratman, 2022).

Understanding the interplay between commitment, communication, and performance with OCB as an intervening variable is vital because OCB amplifies or mediates the impact of these factors on performance. While commitment and effective communication directly enhance performance, the presence of OCB magnifies their positive influence. Employees who are highly committed and communicate effectively are more inclined to exhibit OCB behaviors, such as assisting colleagues and taking initiative, thereby improving individual productivity and strengthening team dynamics. OCB serves as a catalyst that intensifies the relationship between commitment, communication, and performance, highlighting its importance in fostering organizational success.

The purpose of this study is to examine the influence of employee commitment and communication on organizational performance, with Organizational Citizenship Behavior (OCB) serving as an intervening variable. The research aims to determine the extent to which commitment and communication contribute to performance improvements, both directly and indirectly through OCB. Additionally, the study seeks to explore how OCB mediates or enhances the relationship between these variables, providing strategic insights for organizations seeking to optimize human resources to achieve their objectives more effectively.

METHOD

This study adopts a quantitative methodology with a survey approach to investigate the impact of commitment and communication on employee performance, with Organizational Citizenship Behavior (OCB) serving as an intervening variable. A purposive sampling technique was employed to select 100 employees, ensuring that the participants possessed characteristics aligned with the study's objectives. Data collection was carried out through structured questionnaires, which included items measuring commitment, communication, OCB, and employee performance, utilizing a 5-point Likert scale for assessment. To guarantee the precision and reliability of the instruments, validity and reliability tests were performed.

The data were analyzed using path analysis to evaluate both the direct and indirect effects of commitment and communication on employee performance via OCB. This structural model facilitated an examination of the mediating role of OCB in the relationship between commitment, communication, and performance. Additionally, hypothesis testing was conducted using SmartPLS statistical software to assess the significance of the relationships among the variables. The findings of this research aim to provide comprehensive insights into the contributions of commitment, communication, and OCB in shaping employee performance within organizational settings.

RESULTS AND DISCUSSION

Result

Validity and Reliability Test

Validity and reliability tests are two important aspects in measuring the quality of research instruments. The validity test aims to ensure that the instrument or questionnaire used truly measures what it is supposed to measure. Validity can be divided into several types, such as construct validity, content validity, and criterion validity. A valid instrument will provide accurate and relevant results in line with the research objectives. Meanwhile, the reliability test is used to measure the consistency or stability of the measurement results. A reliable instrument will yield consistent results when used under the same conditions repeatedly. Reliability is often tested using methods such as Cronbach's Alpha. An instrument that is both valid and reliable will produce trustworthy data that can be used for decision-making in research.

Table 1. Validity and Reliability Test Result

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extract (AVE)	Description
Commitment	0.806	0.808	0.885	0.720	Valid and Reliable
Communication	0.837	0.838	0.885	0.606	Valid and Reliable
OCB	0.907	0.909	0.931	0.729	Valid and Reliable
Employee Performance	0.880	0.881	0.910	0.627	Valid and Reliable

Source: Data Processed (2024)

Table 1 above shows that the AVE values exceed 0.5, meeting the requirement that each indicator has a good level of validity. Meanwhile, Cronbach's Alpha and Composite Reliability values are above 0.7, indicating a high level of consistency. These values signify that all the items in the questionnaire are considered valid and reliable.

Determination Coefficient Test

The determination coefficient test (R^2) is a statistical method used to measure how well independent variables explain the variation in the dependent variable within a regression model. The R^2 value ranges from 0 to 1, where a value close to 1 indicates that the independent variables provide a strong explanation for changes in the dependent variable, while a value close to 0 indicates a weak explanation. The determination coefficient test is important as it provides insight into the effectiveness of the regression model in predicting outcomes.

Table 2. R Square Test result

	R Square	Adjusted R Square
OCB	0.663	0.656

Employee Performance	0.870	0.866
----------------------	-------	-------

Source: Data Processed (2024)

Table 2 above shows that the Adjusted R Square value is 0.656 for the OCB variable. This means that commitment and communication can explain 65.6% of the variation in the OCB variable. Meanwhile, for the Employee Performance variable, the adjusted R Square value is 0.866. This indicates that the variables of commitment, communication, and OCB can explain 86.6% of the variation in employee performance in this study, with the remaining variation occurring outside of this study's model.

F Square Test

The F Square test (F^2) is used in statistical analysis to measure the magnitude of the effect or influence of an independent variable on a dependent variable within a model. The F^2 value indicates whether the addition of an independent variable provides a significant increase in the model's predictive power. The general assessment criteria are that a value of 0.02 is considered a small effect, 0.15 a medium effect, and 0.35 a large effect. With this test, researchers can evaluate the contribution of each variable in shaping the relationships among variables in the model.

Table 3. F Square Test

	OCB		Employee Performance	
	Value	Description	Value	Description
Commitment	0.261	Large	0.107	Small
Communication	0.074	Small	0.059	Small
OCB			0.865	Large

Source: Data Processed (2024)

The results of the F Square test indicate that commitment has a large influence on Organizational Citizenship Behavior (OCB) with a value of 0.261 and a small influence on employee performance with a value of 0.107. Communication, on the other hand, has a small influence on both OCB (0.074) and employee performance (0.059). Meanwhile, OCB itself has a very large influence on employee performance with a value of 0.865. These results show that OCB is the most significant factor in enhancing employee performance, while commitment also plays an important role, particularly in relation to OCB. Communication, although it has some influence, plays a smaller role in improving both OCB and employee performance.

Hypothesis Testing Results

Hypothesis testing is a statistical method used to determine whether there is enough evidence in a sample of data to support or reject a statement or assumption (hypothesis) about a population. The hypothesis testing process begins by establishing the null hypothesis (H_0), which typically states that there is no difference or effect, along with the alternative hypothesis (H_1) that asserts the existence of an effect or difference.

Table 4. Hypothesis Testing Results

	Original Sample	Mean	Standard Deviation	T Statistik	P Values	Description
Commitment -> OCB	0.552	0.555	0.123	4.471	0.000	Positively and significantly influential
Commitment -> Employee Performance	0.247	0.257	0.102	2.425	0.016	Positively and significantly influential

Communication -> OCB	0.293	0.276	0.131	2.239	0.026	Positively and significantly influential
Communication -> Employee Performance	0.168	0.160	0.077	2.177	0.030	Positively and significantly influential
OCB -> Employee Performance	0.578	0.572	0.075	7.739	0.000	Positively and significantly influential
Commitment -> OCB -> Employee Performance	0.319	0.316	0.076	4.196	0.000	Positively and significantly influential
Communication -> OCB -> Employee Performance	0.170	0.159	0.082	2.066	0.039	Positively and significantly influential

Source: Data Processed (2024)

From the hypothesis testing results in Table 4, we can explain the influence of each variable. Commitment to OCB has a high t-statistic value that exceeds the t-table ($4.471 > 1.96$) and the p-value of $0.000 < 0.05$ indicates that commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB). This means that the higher the employee's commitment, the greater their tendency to engage in OCB.

Commitment to Employee Performance have a t-statistic value is greater than the t-table ($2.425 > 1.96$) and the p-value is $0.016 < 0.05$, showing that commitment significantly affects employee performance. In other words, the higher the employee's commitment, the better their performance.

Communication to OCB has a t-statistic value that exceeds the t-table ($2.239 > 1.96$) and the p-value is $0.026 < 0.05$. This indicates that communication has a significant effect on OCB. Effective communication within the organization enhances employees' supportive behaviors toward the team and the organization voluntarily.

Communication to Employee Performance have a t-statistic value is greater than the t-table ($2.177 > 1.96$) and a p-value is $0.030 < 0.05$. Effective communication positively and significantly influences employee performance, suggesting that good communication can improve productivity and work outcomes.

OCB to Employee Performance have the t-statistic value is greater than the t-table ($7.739 > 1.96$) and the p-value is $0.000 < 0.05$. The very high t-statistic and p-value close to zero indicate that OCB has a strong and significant effect on employee performance. Employees who engage in OCB tend to have better performance.

Commitment to Employee Performance through OCB as an intervening variable have the t-statistic value is greater than the t-table ($4.196 > 1.96$) and the p-value is $0.000 < 0.05$. This result shows that commitment indirectly affects employee performance through OCB. This means that employees with high commitment tend to enhance their OCB, which in turn strengthens their performance.

Communication to Employee Performance through OCB as an intervening variable have the t-statistic value is greater than the t-table ($2.066 > 1.96$) and the p-value is $0.039 < 0.05$. This result indicates that communication also influences employee performance indirectly through OCB. This means that effective communication enhances OCB, which then contributes to improved performance.

Discussion

The Influence of Commitment on OCB

Employee commitment to the organization has a positive and significant effect on Organizational Citizenship Behavior (OCB) because employees with high commitment tend to feel more connected to the company's goals and values. They feel a moral responsibility to contribute beyond just fulfilling formal duties. Committed employees demonstrate a willingness to help colleagues, support teams, and take initiative without being asked, which are all aspects of OCB. With a strong sense of attachment to the organization, they are likely to engage in various actions that support the organization's success beyond their job descriptions. These findings align with studies by (Lubis, 2015; Mahardika & Wibawa, 2018). Additionally, high commitment motivates employees to pay attention to the broader work environment and actively participate in creating a positive work atmosphere. Employees with emotional and affective commitment to the organization tend to care more about the well-being of their colleagues and the success of the team. This encourages OCB behaviors such as supporting colleagues in difficulty, sharing knowledge, or offering help selflessly. Committed employees do not focus solely on their personal interests but also strive to enhance the overall performance of the team, which strengthens social relationships and cooperation within the organization.

Strong commitment also fosters a deep sense of loyalty, motivating employees to engage in proactive behaviors that contribute to the stability and development of the organization. Loyal employees are more enthusiastic about engaging in actions that exceed formal obligations, such as maintaining a high work ethic, supporting the organization's long-term interests, and seeking to prevent or minimize potential problems. With this commitment, they feel like an integral part of the organization, which encourages them to voluntarily contribute through OCB, thereby reinforcing the relationship between employee commitment and behaviors that benefit the organization as a whole.

The Influence of Commitment on Employee Performance

Employee commitment has a positive and significant impact on employee performance because high commitment encourages individuals to work harder and focus more on organizational goals. When employees feel committed, they tend to have a greater sense of responsibility for their work and strive to achieve optimal results. Employee commitment, whether affective, normative, or calculative, provides an extra push to improve work quality, reduce absenteeism, and make efforts to meet or exceed set targets. This directly contributes to increased productivity and work effectiveness. The results of this study support findings (Abdirahman et al., 2020; Tiyanti et al., 2021), although they contradict (Eliyana & Ma'arif, 2019).

Additionally, high commitment is closely related to intrinsic motivation, where employees feel engaged and satisfied with their work. When employees perceive a strong emotional bond with the organization and believe in the company's vision and mission, they tend to work with more enthusiasm and dedication. This is reflected in the levels of creativity, initiative, and innovation they bring to their jobs. Thus, commitment acts as a key driver in enhancing the quality and quantity of employee output, which directly impacts overall performance.

Commitment also positively affects employee performance by improving cooperation and communication in the workplace. Employees with high commitment are more likely to engage in positive behaviors, such as helping colleagues and participating in team activities. This creates a more cooperative and supportive work environment, improving workflow and reducing conflicts. When teams work more harmoniously and effectively, the quality and efficiency of their results improve. Therefore, employee commitment not only influences

individual performance but also enhances the performance of teams and the organization as a whole.

The Influence of Communication on OCB

Communication has a positive and significant impact on Organizational Citizenship Behavior (OCB) because effective communication creates harmonious working relationships and supports collaboration among employees. When information is conveyed clearly and accurately, employees better understand their expectations, tasks, and responsibilities, which encourages them to behave beyond their formal duties. Open and transparent communication motivates employees to take the initiative to help colleagues, provide constructive feedback, and support the overall success of the team all of which are elements of OCB. With good communication flow, employees are more committed to fostering a positive work environment. These findings align with studies by (Ayu & Irfan, 2023; Wahyudi, 2021).

Communication also serves as an essential tool in building mutual trust and solidarity among employees, facilitating OCB. When employees feel they can express opinions, ask questions, or offer suggestions without barriers, they become more emotionally engaged and eager to contribute. Good communication creates a work atmosphere where employees feel safe to take initiative and help one another, enhancing behaviors such as voluntarily offering assistance, collaboratively solving problems, and sharing responsibilities. This readiness makes employees more inclined to engage in extra behaviors that enhance team and organizational well-being.

Moreover, effective communication minimizes misunderstandings and conflicts, which often hinder the emergence of OCB. When organizational goals and expectations are well communicated, employees find it easier to align themselves in achieving a common vision, leading to better cooperation among teams. Smooth communication flow allows employees to proactively support one another, improve working relationships, and strengthen their attachment to the organization. Thus, good communication not only clarifies tasks and responsibilities but also creates a work climate that supports OCB, ultimately enhancing organizational effectiveness and performance.

The Influence of Communication on Employee Performance

Effective communication has a positive and significant impact on employee performance by ensuring that important information, expectations, and work goals are clearly conveyed. When communication between supervisors and subordinates runs smoothly, employees can better understand their tasks and responsibilities, reducing the risk of misunderstandings and improving the accuracy of task execution. Clear communication also facilitates the delivery of constructive feedback, allowing employees to continuously improve and enhance their performance. This directly contributes to increased efficiency and productivity at work. These findings align with studies by (Dewi, 2021; Katidjan et al., 2017; Sukmawati et al., 2020).

Moreover, open and effective communication supports the creation of a collaborative and harmonious work environment. When employees can communicate well, they find it easier to share ideas, collaboratively solve problems, and coordinate on team projects. Effective communication reduces internal conflicts and accelerates decision-making, as the information needed to make decisions is communicated quickly and clearly. This positive and cooperative work environment enhances employee motivation, making them more driven to achieve common goals.

Finally, good communication plays a crucial role in building strong, trusting relationships between employees and management. When employees feel heard and treated fairly, they tend to have higher job satisfaction and are committed to delivering their best performance. Effective communication also enables managers to recognize and address

potential problems or challenges before they escalate into major issues, maintaining stability and consistency in team performance. Thus, effective communication not only enhances individual performance but also improves the overall performance of the team and organization.

The Influence of OCB on Employee Performance

Organizational Citizenship Behavior (OCB) has a positive and significant impact on employee performance because this behavior includes voluntary initiatives that enhance work efficiency and effectiveness beyond their formal duties. Employees who engage in OCB tend to help their colleagues, share knowledge, and support the creation of a more collaborative and conducive work environment. By taking these actions, they not only boost their own productivity but also strengthen the overall performance of the team. OCB enables organizations to achieve better results through additional contributions that may not always be reflected in formal job descriptions but are crucial for smooth operations. These findings align with studies by (Dyah Sawitri SE et al., 2016; Lestari & Ghaby, 2018; Vipraprastha et al., 2018).

Moreover, OCB influences employee performance by helping to reduce barriers and conflicts in the workplace. Employees who are willing to assist each other voluntarily create a more harmonious and efficient work atmosphere, where issues or obstacles can be resolved more quickly. They often take the initiative to identify and address potential problems before they escalate into larger disruptions, ultimately improving workflow efficiency. Employees involved in OCB also tend to have a more proactive and flexible attitude in facing challenges, which contributes to enhanced individual and collective performance.

OCB also plays a role in increasing employee loyalty and commitment to the organization, which in turn positively impacts performance. Employees engaged in OCB demonstrate a greater sense of care for the success of the company and their colleagues, making them more emotionally invested and eager to support the achievement of organizational goals. This behavior not only enhances the quality of interactions in the workplace but also creates a more productive and supportive work climate, where employees feel valued and motivated to work harder. Therefore, OCB plays a key role in enhancing employee performance, both individually and within the context of teams and the organization as a whole.

The Influence of Commitment on Employee Performance with Organizational Citizenship Behavior (OCB) as an Intervening Variable

The influence of commitment on employee performance can be mediated by Organizational Citizenship Behavior (OCB), which plays a crucial role in enhancing work outcomes beyond formal obligations. When employees have a high commitment to the organization, they are more likely to engage in OCB behaviors, such as helping colleagues, taking initiative, and actively participating in team activities. These additional behaviors, although not formally required, support a more positive and productive work environment. Thus, OCB acts as an intervening variable that strengthens the relationship between commitment and performance, as highly committed employees not only fulfill their tasks effectively but also actively contribute to the success of their team and organization. This research finding aligns with studies by (Maulani et al., 2015); (Parashakti et al., 2022), but contrasts with findings from (Sitio, 2021).

Furthermore, strong employee commitment enhances motivation to participate in activities that support organizational success, often reflected in OCB behaviors. For example, employees who feel emotionally attached to the organization may be more inclined to work overtime selflessly, offer support to colleagues, and engage in extra efforts that enhance team efficiency and effectiveness. These OCB behaviors help create synergy and improve overall

team performance, as the additional contributions from committed employees can streamline work processes and solve problems more efficiently.

OCB also serves as a bridge that aligns employee commitment with organizational goals. When committed employees demonstrate OCB, they not only enhance their individual performance but also strengthen relationships among team members and improve the work atmosphere. OCB driven by commitment can help address challenges or barriers that may hinder team performance, increasing the team's ability to work together harmoniously and effectively. In other words, OCB arising from high commitment significantly contributes to achieving better performance, both individually and within the team context, thereby enhancing the added value of committed employees in achieving organizational goals.

The Influence of Communication on Employee Performance with Organizational Citizenship Behavior (OCB) as an Intervening Variable

The influence of communication on employee performance can be strengthened by Organizational Citizenship Behavior (OCB) as an intervening variable, as effective communication often encourages positive behaviors that support organizational success. When communication between supervisors and subordinates, as well as among colleagues, is effective, employees feel a better understanding of their roles and responsibilities, and can clearly convey ideas and feedback. This creates a work atmosphere that supports OCB behaviors such as helping one another and collaborating voluntarily. OCB, supported by good communication, reinforces positive working relationships, enhances productivity, and contributes to better performance outcomes. This finding aligns with studies by (Heryudanto & Suratman, 2022), but contrasts with findings from (Pusparani & Hadi, 2018).

Effective communication also plays a role in building trust and mutual respect among team members, which in turn facilitates OCB. When employees feel they can communicate openly and receive support from colleagues and supervisors, they are more likely to engage in supportive behaviors, such as taking additional initiative and helping coworkers without being asked. These OCB behaviors fill gaps in the formal structure of the organization and address challenges that may not be overcome solely through assigned tasks. Thus, good communication enhances the positive impact of OCB on employee performance.

Additionally, effective communication helps reduce conflicts and misunderstandings that can hinder employee performance. In a work environment with smooth communication flows, employees can resolve problems more quickly and gain clarity regarding tasks and expectations. Effective communication ensures that all team members are on the same page and can coordinate better, increasing synergy within the team. By minimizing disruptions and uncertainties, good communication allows employees to focus more on their work and contribute more effectively through OCB. In this regard, OCB acts as a mechanism that leverages effective communication to enhance overall performance.

CONCLUSION

The conclusions of this study reveal that employee commitment and effective communication significantly influence employee performance, with Organizational Citizenship Behavior (OCB) serving as a crucial mediating variable. The findings demonstrate that high levels of commitment and effective communication not only directly improve performance but also amplify their positive effects through OCB behaviors. In essence, employees who exhibit strong commitment and engage in effective communication are more likely to display supportive OCB behaviors, such as taking initiative and fostering collaboration, which subsequently enhance overall organizational performance. These results highlight the critical need for organizations to develop strategies that strengthen employee commitment and communication, thereby leveraging OCB to maximize performance outcomes.

REFERENCES

- Abdirahman, H. I. H., Najeemdeen, I. S., Abidemi, B. T., & Ahmad, R. (2020). The relationship between job satisfaction, work-life balance and organizational commitment on employee performance. *Advances in Business Research International Journal*, 4(1), 42-52.
- Aisyah, H. (2020). Pengaruh kepuasan kerja dan komitmen organisasi terhadap Organizational Citizenship Behavior (OCB): studi kasus pada karyawan STMIK Indonesia Padang. *Journal of Enterprise and Development (JED)*, 2(1), 13-21.
- Alamsyahdana, A., Silalahi, K. A., & Maidiana, M. (2023). Peran Komunikasi Dalam Organisasi. *Madani: Jurnal Ilmiah Multidisiplin*, 1(11).
- Alexander Hery, S. E. (2022). *Komunikasi Bisnis*. Yrama Widya.
- Anam, C. (2017). Pengaruh Komitmen Organisasi, Komunikasi Interpersonal dan Kepuasan Kerja Terhadap Organizational Citizenship Behavior Pada Anggota Kepolisian Resort Jombang. *Margin Eco*, 1(1), 17-39.
- Ayu, N. P., & Irfan, H. (2023). Pengaruh Loyalitas Kerja, Lingkungan Kerja dan Komunikasi Terhadap Organizational Citizenship Behavior Tenaga Non-Medis Rumah Sakit PKU Muhammadiyah Sruweng. *Jurnal Inovasi Bisnis Manajemen Dan Akuntansi*, 1(1), 12-22.
- Azmi, F. T., Desai, K., & Jayakrishnan, K. (2016). Organizational citizenship behavior (OCB): A comprehensive literature review. *Sumedha Journal of Management*, 5(1), 102-117.
- Bititci, U. S. (2015). *Managing business performance: The science and the art*. John Wiley & Sons.
- Budimansyah, B., & Axel, L. (2024). Penerapan Strategi Pengelolaan Sumber Daya Manusia Dalam Menghadapi Tantangan Globalisasi Industri. *Jurnal Ilmiah Manajemen Ekonomi Dan Akuntansi (JIMEA)*, 1(2), 48-55.
- Dewi, R. V. K. (2021). Pengaruh Komunikasi Terhadap Kinerja Karyawan Pada PT. Indosurya Kencana Di Bekasi. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 4(2), 164-171.
- Dyah Sawitri SE, M. M., Endang Suswati, S. E., & Khasbulloh Huda SE, M. M. (2016). The Impact Of Job Satisfaction, Organization Commitment, Organization Citizenship Behavior (Ocb) On Employees' performance. *International Journal of Organizational Innovation (Online)*, 9(2), 24.
- Eliyana, A., & Ma'arif, S. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144-150.
- Heryudanto, T. D., & Suratman, A. (2022). Pengaruh Komitmen dan Komunikasi terhadap Kinerja dengan Organizational Citizenship Behavior (OCB) sebagai Variabel Intervening pada Project Child Indonesia. *Selekta Manajemen: Jurnal Mahasiswa Bisnis & Manajemen*, 1(6), 23-45.
- Heydari, M. D., & Lai, K. K. (2019). The Effect employee commitment on service performance through a mediating function of organizational citizenship behaviour using servqual and collaborative filtering modeling: Evidence from china's hospitality industry. *J. Tour. Hosp*, 8, 269-2167.

- Kanki, B. G. (2019). Communication and crew resource management. In *Crew resource management* (pp. 103–137). Elsevier.
- Katidjan, P. S., Pawirosumarto, S., & Isnaryadi, A. (2017). Pengaruh kompensasi, pengembangan karir dan komunikasi terhadap kinerja karyawan. *MIX: Jurnal Ilmiah Manajemen*, 7(3), 224241.
- Lestari, E. R., & Ghaby, N. K. F. (2018). The influence of Organizational Citizenship Behavior (OCB) on employee's job satisfaction and performance.
- Lubis, M. S. (2015). pengaruh iklim organisasi dan komitmen organisasi terhadap pembentukan organizational citizenship behavior (OCB) karyawan dalam rangka peningkatan kinerja. *Jurnal Apresiasi Ekonomi*, 3(2), 75–84.
- Mahardika, I. N. B. P., & Wibawa, I. M. A. (2018). Pengaruh budaya organisasi kepuasan kerja dan komitmen organisasional terhadap organizational citizenship behavior pada karyawan. Udayana University.
- Maulani, V. H., Widiartanto, W., & Dewi, R. S. (2015). Pengaruh Budaya Organisasi dan Komitmen Organisasi terhadap Kinerja Karyawan melalui Organizational Citizenship Behavior (OCB) sebagai Variabel Intervening (Studi Kasus pada Karyawan PT Masscom Graphy Semarang). *Jurnal Ilmu Administrasi Bisnis*, 4(3), 224–235.
- Mishra, K., Boynton, L., & Mishra, A. (2014). Driving employee engagement: The expanded role of internal communications. *International Journal of Business Communication*, 51(2), 183–202.
- Parashakti, R. D., Kurnia, S., & Budiman, M. (2022). Peran Mediasi Organizational Citizenship Behavior pada pengaruh Komitmen Organisasi terhadap Kinerja Karyawan. *Jurnal Pelita Manajemen*, 1(01), 67–75.
- Parinding, R. J., Sjahrudin, H., Ramadhan, M. F., Ainunnisa, N., & Sangkala, S. (2024). Peran Mediasi Budaya Organisasi: Pengaruh Komitmen Organisasional dan Kompetensi Terhadap Kinerja Karyawan. *Innovative: Journal Of Social Science Research*, 4(3), 14184–14201.
- Pusparani, A. W., & Hadi, S. P. (2018). Pengaruh Komitmen Organisasi dan Komunikasi Interpersonal terhadap Kinerja Karyawan dengan OCB Sebagai Variabel Intervening (Studi Kasus pada Karyawan Plant Produksi PT Asia Pacific Fibers, Tbk Kendal). *Jurnal Ilmu Administrasi Bisnis*, 7(3), 83–97.
- Qomar, A. M., & Hans, J. Z. A. (2023). Pengaruh Kepemimpinan Dan Lingkungan Kerja Terhadap Organizational Citizenship Behavior (Ocb) Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Non Pegawai Asn Di Kelurahan Tugu Selatan. *Jurnal Ekonomi Manajemen*, 27(2).
- Sandhika, D., & Sobandi, A. (2018). Perilaku Kewargaan Organisasi (Organizational Citizenship Behavior) sebagai Faktor yang Mempengaruhi Kinerja Pegawai. *Jurnal Manajerial*, 17(2), 174.
- Sitio, V. S. S. (2021). Pengaruh komitmen organisasi dan budaya organisasi terhadap kinerja karyawan dengan Organizational citizenship behavior sebagai variabel intervening pada pt. Emerio indonesia. *Jurnal Ilmiah M-Progress*, 11(1).
- Sukmawati, E., Ratnasari, S. L., & Zulkifli, Z. (2020). Pengaruh gaya kepemimpinan, komunikasi, pelatihan, etos kerja, dan karakteristik individu terhadap kinerja karyawan. *Jurnal Dimensi*, 9(3), 461–479.
- Tiyanti, V. J. S., Wilujeng, S., & Graha, A. N. (2021). Pengaruh budaya organisasi, komitmen karyawan dan pengembangan karir terhadap kinerja karyawan

- pada Perusahaan Umum Daerah Tirta Kanjuruhan Kabupaten Malang. *Jurnal Riset Mahasiswa Manajemen*, 9(1).
- Vipraprastha, T., Sudja, I. N., & Yuesti, A. (2018). The effect of transformational leadership and organizational commitment to employee performance with citizenship organization (OCB) behavior as intervening variables (At PT Sarana Arga Gemeh Amerta in Denpasar City). *International Journal of Contemporary Research and Review*, 9(02), 20503–20518.
- Wahyudi, T. (2021). Pengaruh Gaya Kepemimpinan dan Iklim Komunikasi Terhadap Organizational Citizenship Behavior (OCB)(Survei PT. Mulia Mega Makmur). *Jurnal Manajemen Dan Bisnis Madani*, 3(2), 1–27.
- [1] Yu, Q., Yen, D. A., Barnes, B. R., & Huang, Y.-A. (2019). Enhancing firm performance through internal market orientation and employee organizational commitment. *The International Journal of Human Resource Management*, 30(6), 964–987.