
JOB SATISFACTION AS A PREDICTOR OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN EMPLOYEES OF PT. X CIREBON

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ABSTRACT

KEYWORDS

job satisfaction, organizational citizenship behavior (OCB)

This study aims to determine job satisfaction as a predictor of organizational citizenship behavior (OCB) in employees of PT. X in Cirebon. The population in this study amounted to 31 people who were also the sample in this study also taken using total sampling technique. The analytical method used is simple linear regression analysis. The results showed that job satisfaction has a positive and significant effect on organizational citizenship behavior (OCB) on employees of PT. X in Cirebon. The value of the determinant coefficient obtained is 13%, which means that job satisfaction contributes 13% to the OCB of employees of PT. X in Cirebon. The magnitude of the influence is indeed relatively small, namely 13% but this finding can still confirm that in general the employees of PT. X in Cirebon, OCB can be built with or in conjunction with job satisfaction

INTRODUCTION

Human resources become one of the important things in supporting the achievement of a goal and success in the organization. Organizations that succeed in realizing change are characterized by the characteristics of being able to move faster and realizing the importance of a commitment to improving product quality within the organization, increasing involvement of organizational members, customer orientation, and organizations whose structures lead to an increasingly flat shape rather than pyramidal (Nahrisah & Imelda, 2019). Organizations need strategic planning that is appropriate and in accordance with existing needs, so that success can be achieved, where this achievement is largely determined by the behavior of the individuals in it (Nashori, 2009).

Organizational individual behavior is not only learning about actions in organizations, but is a form of application of knowledge about actions in organizations (Angelika, Natsir, & Kornelius, 2019). The behavior that is demanded by organizations today is not only in-role behavior, but also extra-role behavior which is better known as Organizational Citizenship Behavior (OCB), which is the behavior of performing tasks that exceed the requirements of formal behavior. (Kelana, 2009) emphasizes the importance of Organizational Citizenship Behavior (OCB) for organizational success because basically organizations cannot anticipate all organizational behavior only by relying on conventionally stated job descriptions.

(Robbins, Chatterjee, & Canda, 1999) state that if employees do not feel that supervision, organizational procedures, and pay policies are fair, employee job satisfaction tends to decrease significantly. However, when employees feel that organizational processes and outcomes are fair, it can make employees' self-confidence

grow. In addition, when employees trust their employers, employees are more willing to voluntarily engage in behaviors that exceed their formal job requirements. (Novliadi, 2007) say that OCB can improve organizational performance because this behavior is the "lubricant" of the social engine in the organization. In other words, this behavior makes the social interactions of organizational members feel smoother,

(Podsakoff, Whiting, Podsakoff, & Blume, 2009), say that OCB is usually seen from the presence of indicators of loyalty, support for others, and compliance within the organization. OCB's contribution to organizations has received much attention in the business world (Lee, Kim, & Kim, 2013). The OCB concept emerged more than 20 years ago. Many studies have been carried out, especially in the United States which have enabled multiple understandings and interpretations of this concept (Podsakoff et al., 2009). The interest in investigating OCB issues is based on the consideration of the importance of influential OCB, so that it can thus contribute to the effectiveness and efficiency of team work and the organization as a whole (Sharma, Bajpai, & Holani, 2011).

According to Organ, (Podsakoff et al., 2009), Organizational Citizenship Behavior (OCB) is an individual behavior that is explicit and recognized by formal reward techniques, and in aggregate promotes organizational functions that are considered efficient. Stated that OCB can arise from various factors within the organization, among others due to leadership factors, organizational commitment and job satisfaction from employees. According to (Zeinabadi, 2010), job satisfaction is the dominant variable that influences Organizational Citizenship Behavior (OCB).

According to (Dewi, 2021), job satisfaction is the main determinant of OCB. Furthermore, (Dewi, 2021), said that job satisfaction is about what is felt and feels that makes employees happy with their work and will create a willingness to put forth maximum effort in completing their work assignments and employees who get satisfaction will create enthusiasm to work on a larger portion. high. Job satisfaction is basically a very subjective thing because each individual has a different level of satisfaction according to the value system that applies to himself (Sujati, 2018). When employees are satisfied with the work they are doing, they will work optimally. do some things that may be outside of their duties and responsibilities or even repay the positive experiences they have had before (Robbins et al., 1999). According to (Safitri & Astutik, 2019), employee dissatisfaction is the starting point for problems that arise in the organization, such as absenteeism, conflicts between superiors and subordinates and even interpersonal conflicts, as well as other problems that can be the cause of disruption of the process in the organization. achieve organizational goals.

According to (Smith, 1969) job satisfaction is a feeling or affective response to parts of the work situation. Job satisfaction is an individual thing. Satisfied employees are more likely to speak positively about the organization, make their performance exceed normal estimates, and moreover satisfied employees will be more obedient to the call of duty. (Weiss, 2001) assert that job satisfaction is the result of a positive or negative evaluation of a job and the situation experienced by the individual.

PT. X in Cirebon, which is one of the industry players engaged in the distribution of daily necessities products that always implement various strategies to be able to maintain competitiveness against other companies. Management is aware that reliable and credible Human Resources (HR) can shape the company to excel in facing the competitive world in the industrial sector. Currently, the behavior that is demanded in the company is not only in-role behavior but also extra-role behavior, namely behavior

that exceeds the demands of work or role demands while in the office. This behavior is also called Organization Citizenship Behavior (OCB), which is an attitude that tends to see employees as social beings, not individual beings.

Based on interviews that the researchers conducted in the initial pre-research on June 3, 2022 to two of the company's employees, the first employee said that doing work tasks outside the given standard had often occurred which resulted in the emergence of emotional reactions from employees and less than optimal results. of the work done because employees are no longer focused on their work. Furthermore, employees discussed more about rules or instructions in the workplace which were often not understood and not well organized which sometimes made themselves emotional and according to him it was very possible that this would affect their work throughout the day.

On the other hand, other employees said the same thing, that assignments that exceed standards have often happened, but reflecting on the reality that happened there, he said that there are several employees, including himself who still often complain about this because of pressure. working there which he judged was quite heavy, especially in terms of sales. However, they also say that the pressure they get is quite commensurate with the pay. Another thing that is more specific relates to whether or not employees there are satisfied based on the results of an initial interview from one of the employees of the PT with reference to the communication aspect, it appears in the results of interviews which say that there is often poor communication between divisions due to several external factors. This also causes that each employee is reluctant to help each other because they think that this is not included in the description of the tasks they have to do. Furthermore, the employee explained that in certain circumstances they were forced to step in to help if there was an order from their superiors, but not on the basis of sincerity of solidarity.

Research on job satisfaction with Organizational Citizenship Behavior has previously been conducted by (Nahrisah & Imelda, 2019), which was conducted on employees of PT. Bank Sumut Tbk Medan. The results obtained show that employee job satisfaction has a significant effect on Organizational Citizenship Behavior (OCB) and organizational performance development. These results are in line with research conducted by Angelika, (Angelika et al., 2019) at KSP Bina Sejahtera, where the implementation of OCB which goes hand in hand with job satisfaction is very important for the progress of the organization supported by a very good work climate. In addition, research conducted by (Kim et al., 2021) on employees in a metropolitan city, North China. The results obtained are dominantly oriented towards changes in the employees themselves, where the work pattern of employees who become more diligent. The very influential role of job satisfaction is also supported by the results of research by (Lestari & Ghaby, 2018) and research by (Anwar, 2021), which states that job satisfaction has a positive effect on Organizational Citizenship Behavior (OCB) and employee work performance. Meanwhile, different results are shown from the results of the research by (Sudarmo & Wibowo, 2018), which says that job satisfaction has no significant effect on OCB.

Referring to the explanation that has been described and the previous research that shows different results, of course more than that, each has its own characteristics related to job satisfaction and OCB variables. So, the researcher intends to review the role of job satisfaction as a predictor of OCB in employees of PT. X Cirebon.

METHOD RESEARCH

This research is a quantitative research that emphasizes the data to be processed statistically. This study uses the regression methodsimple linear. Through this approach, researchers want to see the amount of effective contribution given by the variable job satisfaction (X) to the variable organizational citizenship behavior (Y) on employees of PT. X in Cirebon. The population is a generalization area consisting of objects, subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (S. Sugiyono, 2015). The population in this study were all employees of PT. X in Cirebon, as many as 31 people and the sampling technique used by the researcher is a total sampling technique, that is, all members of the population are used as samples. This sample is used if the population is relatively small (Prof Sugiyono, 2011). So from the statement above, the researchers took as many as 31 employees at PT. X Cirebon corresponds to the total existing population to be used as research samples.

In measuring job satisfaction, researchers used the Job Satisfaction Survey (JSS) measuring instrument which had been developed by (Spector, 1997), totaling 36 items which were adapted again by Tsounis and Sarafis (2018). The answer choices used in this study are based on a Likert scale model, which is made up of 4 answer choices: very appropriate (SS), appropriate (S), not suitable (TS) and very inappropriate (STS).

Table 1
Blueprint Job Satisfaction Scale

Aspect	Favorite	Unfavorable	Total
Salary/reward	1.28	10,19	4
Promotion	11	2.33	3
<i>Supervisor</i>	3.30	12.21	4
Award	13,22,23	4,14,32	6
Additional allowance	5	29	2
Work procedures and rules	15	6,18,24,31,36	6
Work colleague	7,20,25	16	4
The work itself/type of work	17,27,35	8.26	5
Communication	9	34	2
Total			36

Organizational Citizenship Behavior (OCB) Scale

Measurement of Organizational Citizenship Behavior (OCB) uses a measuring instrument developed by (Podsakoff et al., 2009) and adapted into Indonesian by Grasiawaty & Setyasih (2016). The answer choices used in this study are based on a Likert scale model, which is made up of 4 answer choices: very appropriate (SS), appropriate (S), not suitable (TS) and very inappropriate (STS).

Table 2
Blueprint Organizational Citizenship Behavior Scale

Aspect	Favorite	Total
<i>Altruism</i>	1.2	2
<i>Conscientiousness</i>	3.4	2
<i>Sportsmanship</i>	5,6,7	3
<i>Courtesy</i>	8,10,11,12	4
<i>Civic Virtue</i>	9,13,14	3
Total		14

Characteristics of Research Subjects

Subjects in the study were employees of PT. X in Cirebon with the number of subjects as many as 31 employees. The following are the characteristics of the subjects in this study:

Table 3
Characteristics of Research Subjects

No	Characteristics of Respondents	Frequency	Percentage
1	Gender		
	Man	21	68%
	Woman	10	32%
2	Age		
	20-29 years old	23	74%
	30-39 years old	3	10%
	40-49 year	3	10%
	50-59 years old	2	6%
3	Length of work		
	1-5 years	24	77%
	6-10 years	2	6%
	>10 years	5	16%

Based on the data collected, the total respondents based on male gender, namely 21 people with a percentage of 68% and female sex 10 people with a percentage of 32%. Respondents aged 20-29 years are 23 respondents with a percentage of 74%, 30-39 years are 3 respondents with a percentage of 10%, 40-49 years old are 3 respondents with a percentage of 10% and 50-59 years are 2 respondents with a percentage 6%. From the results of the questionnaire obtained based on the length of work showed that respondents who worked for 1-5 years amounted to 24 respondents with a percentage of 77%, 6-10 years amounted to 2 people with a percentage of 6% and for those who worked >10 years there were 5 respondents with a percentage of 16 %.

Data Analysis Method

Item Discrimination Power Test

The validity test in this study was processed using SPSS Statistics Version 28 with a total score of 5% significance level and a total sample of 31 people. The level of validity can be seen by comparing the person correlation of each item with the table r product moment. If $r_{count} > r_{table}$, then the statement item is declared valid where r_{table} is 0.355.

Reliability Test

The reliability test was used to measure the questionnaire and to show the extent to which the measurement results were considered relatively consistent when measured over a period of time. The reliability test can be seen from the criteria of Cronbach's Alpha value, where a measuring instrument is said to be reliable or reliable if Cronbach's Alpha value is > 0.60 . On the other hand, if Cronbach's Alpha < 0.60 means that the measuring instrument is not reliable.

Table 4

Reliability Test Results

Variable	Reliability Coefficient	Cronbach's Alpha	Information
Job Satisfaction (X)	36 statement items	0.929	Reliable
Organizational Citizenship Behavior(Y)	14 statement items	0.863	Reliable

Based on table 4 above, it shows that Cronbach's Alpha variable job satisfaction (X) is 0.929 and Cronbach's Alpha variable Organizational Citizenship Behavior (Y) is 0.863. This means that each statement item in each variable on the scale is declared reliable because it has a Cronbach's Alpha value > 0.60 .

Hypothesis Test

Simple Linear Regression

This study uses a simple linear regression analysis test which aims to predict how much positive relationship is produced between the variable job satisfaction (X) and the variable organizational citizenship behavior (Y). The analysis of the calculations in the regression test involves several statistical calculations such as significance tests (t-test, F-test), ANOVA and hypothesis determination. The results of the analysis or regression test in the form of a regression equation. The results of the simple linear regression analysis test can be seen in the following table:

Table 5
Coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.365a	.133	.103	3.71519

a. Predictors: (Constant), X

Based on table 5 (a) explains that the value of the relationship (R), which is 0.365, so that from the output the coefficient of determination is obtained (R square) is 0.133 which means that the effect of job satisfaction variable (X) on organizational citizenship behavior (Y) is 13.3%.

Table 6
Significant Value Test

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	61.401	1	61.401	4.448	.044b
	Residual	400,276	29	13,803		
	Total	461,677	30			

a. Dependent Variable: Y
b. Predictors: (Constant), X

The significance test table above is used to determine the level of significance or linearity of the regression. Decision making is determined based on the significance value test, provided that the value of $\text{sig} < 0.05$. Based on table 4.6.1 (b), the value of $\text{sig} = 0.044$,

which means sig < from the significant criterion of 0.05. Thus the regression equation model based on research data is significant and meets the criteria.

Table 7
Simple Regression Coefficient

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,529	6.680		2.025	.052
	X	.133	.063	.365	2.109	.044

a. Dependent Variable: Y

The table above shows the results of the constant (a) value of 13,529, while the value of job satisfaction (b/regression coefficient) is 0.133. The results obtained can be included in the regression equation as follows:

$$Y = a + bX + Y = 13,529 + 0.133X$$

The results of the above equation can be translated that the constant of 13,529 means that the consistency value of the OCB variable is 13,529 and the X regression coefficient is 0.133 which states that the addition of 1% of the value of job satisfaction causes the OCB to increase by 0.133. The regression coefficient is positive, so it can be said that the direction of the influence of job satisfaction (variable X) on OCB (variable Y) shows a positive direction. Then, based on the significance value obtained, which is 0.044 < 0.05, it can be concluded that the job satisfaction variable has a positive effect on OCB.

T-Test (partial)

The t-test was conducted to show how far the influence that exists between the independent variable and the dependent variable. If the significant value (Sig) generated is less than 0.05, it can be said that there is a significant influence between job satisfaction and organizational citizenship behavior variables. The criteria for acceptance and rejection of the hypothesis are:

- a. If $t_{count} > t_{table}$ then H_0 is rejected and H_a is accepted
- b. If $t_{count} < t_{table}$ then H_0 is accepted and H_a is rejected

The results of the t-test can be seen in the following table:

Table 8
T-Test Results Table

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,529	6.680		2.025	.052
	X	.133	.063	.365	2.109	.044

a. Dependent Variable: Y

In table above it is known that the resulting t_{count} value is 2.109 which indicates that it is greater than the t_{table} value of 2.048 with a significance value of 0.04 < 0.05. Based on these results, it can be concluded that job satisfaction has a positive and significant effect on organizational citizenship behavior (OCB) because the $t_{count} > t_{table}$

and the significant value is less than 0.05 which states that the variable job satisfaction of employees at PT. X in Cirebon has a positive and significant influence on the variable Organizational Citizenship Behavior (OCB).

Coefficient of Determination (R^2)

The coefficient of determinant r^2 is made to determine how much influence the variable X has on Y which is expressed as a percentage.

Table 9
Determinant Coefficient

Model Summary					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.365a	.133	.103		3.71519

a. Predictors: (Constant), X

$$\begin{aligned} R^2 &= (0,365)^2 \times 100\% \\ &= 13,322 \times 100\% \\ &= 13.3\% \text{ rounded up (13\%)} \end{aligned}$$

From the results of the above calculations, it can be concluded that there is an effect of the X variable on Y by 13% and the remaining 87% is influenced by other factors.

RESULTS AND DISCUSSION

Based on the results of the analysis, it is known that job satisfaction has a positive and significant effect on organizational citizenship behavior in employees of PT. X in Cirebon. This means that every time there is satisfaction in the work done by the employee, it will increase the OCB of the employee as well. If there is no job satisfaction, it will make OCB decrease.

This is reinforced and supported by a significant value which is smaller than the value of Cronbach's alpha for the t test (partial), namely $0.044 < 0.05$, meaning that job satisfaction has a positive and significant effect on OCB in employees of PT. X in Cirebon, so that the proposed hypothesis, namely job satisfaction is a predictor of organizational citizenship behavior in employees of PT. X in Cirebon is acceptable. Furthermore, the contribution of the percentage of the effect of job satisfaction on organizational citizenship behavior at PT. X in Cirebon is 13% with the remaining 87% influenced by other factors. That is, the influence given is small and not too strong, where this is in accordance with the theory that has been described in the previous chapter which explains that job satisfaction is an important factor that plays a role in the emergence of organizational citizenship behavior, but besides job satisfaction there are other factors such as organizational commitment, employee personality, employee morale and motivation, leadership style, trust in leaders and organizational culture that also influence the emergence of OCB in employees.

In a situation where the employee feels good satisfaction, the employee will also feel that the place where he works is the best place. When employees think that their workplace is the best place, they will tend to maintain the good value of the company, thus expanding the company to get OCB workers. Given the very essential role of OCB to support the achievement of company targets through employees, the dimensions that contribute to OCB must continue to be improved so as to create an orientation towards optimal work results within the company. The findings of this study also confirm the

need to build OCB in employees. Companies can adjust regulations or policies based on employee needs.

The results of this study are also supported by empirical evidence from previous research conducted by (Prasetio & Hayuningrat, 2017). The results of this study prove that job satisfaction has a significant positive effect on OCB for general daily employees at a company in West Java. This is again reinforced by the magnitude of the effect of job satisfaction on OCB, which is 70.9% with the promotion dimension being one of the important factors in shaping the job satisfaction. In addition, research conducted by (Sukanto & Gilang, 2018) shows that job satisfaction has a positive and significant effect on OCB for employees of PT. PLN (Persero) APJ Bandung. In his research also said that job satisfaction given by PT

CONCLUSION

Based on the results of the study, it can be concluded that job satisfaction is a predictor of organizational citizenship behavior (OCB) in employees of PT. X in Cirebon because the results of testing and analysis showed a positive and significant effect of job satisfaction on the OCB variable for employees of PT. X in Cirebon. The magnitude of the influence is indeed relatively small and not too strong, namely 13% but this finding can still confirm that in general the employees of PT. X in Cirebon, OCB can be built with or in conjunction with job satisfaction

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