

ANALYSIS OF THE ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) BASED ON ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE

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Abstract: The manufacturing industry is facing intense competition driven by globalization and rapid technological acceleration, requiring companies to build sustainable and hard-to-imitate competitive advantages. In this context, human capital plays a strategic role as a determinant of operational success, with employee performance serving as a key driver of organizational achievement. This study applies an explanatory research design using Partial Least Squares Structural Equation Modeling (PLS-SEM) with a sample of 170 employees at PT. Indostar Building Material in Malang. The findings demonstrate that organizational culture and organizational commitment both have direct positive effects on employee performance and on organizational citizenship behavior (OCB). Furthermore, OCB significantly enhances employee performance and mediates the relationships between organizational culture, organizational commitment, and performance, confirming its pivotal role in achieving organizational effectiveness.

Keywords: Organizational Culture, Organizational Commitment, Employee Performance, Organizational Citizenship Behavior

1. Introduction

The manufacturing industry is currently experiencing increasingly fierce competition driven by globalization and rapid technological acceleration. Companies are therefore required to develop sustainable and hard-to-imitate competitive advantages in order to secure long-term business continuity (Barney, 1991). Within this context, human capital holds a strategic role as a determinant of operational success. Employees are not merely administrative assets, but strategic partners who create value through talent, leadership, and innovation (Ulrich et al., 2013). Consequently, the success of manufacturing firms relies heavily on the consistent, effective, and efficient performance of their workforce.

The literature indicates that employee performance is shaped not only by technical skills but also by a combination of moral competence, organizational commitment, and extra-role behavior, commonly referred to as Organizational Citizenship Behavior (OCB). Jones and George (2009) highlight the importance of technical, conceptual, and moral abilities, while Morales-Sanchez and Cabello-Medina (2013) underscore the role of practical wisdom, fairness, and courage in managerial decision-making. Podsakoff et al. (2000) further demonstrate that OCB makes a significant contribution to both team and organizational effectiveness, particularly in manufacturing contexts that require strong cross-departmental

coordination. However, contrasting empirical findings, such as those of Panuschagone et al. (2024), reveal that not all dimensions of OCB necessarily influence performance.

The phenomenon at PT. Indostar Building Material illustrates a significant gap between expected values and actual practice. Performance evaluation data from 2022–2024 shows a fluctuating trend across various divisions, with performance never reaching 100% of the target. The Production Division's performance declined from 89% (2022) to 85% (2024), while Sales & Marketing saw a sharp decline from 87% to 80%.

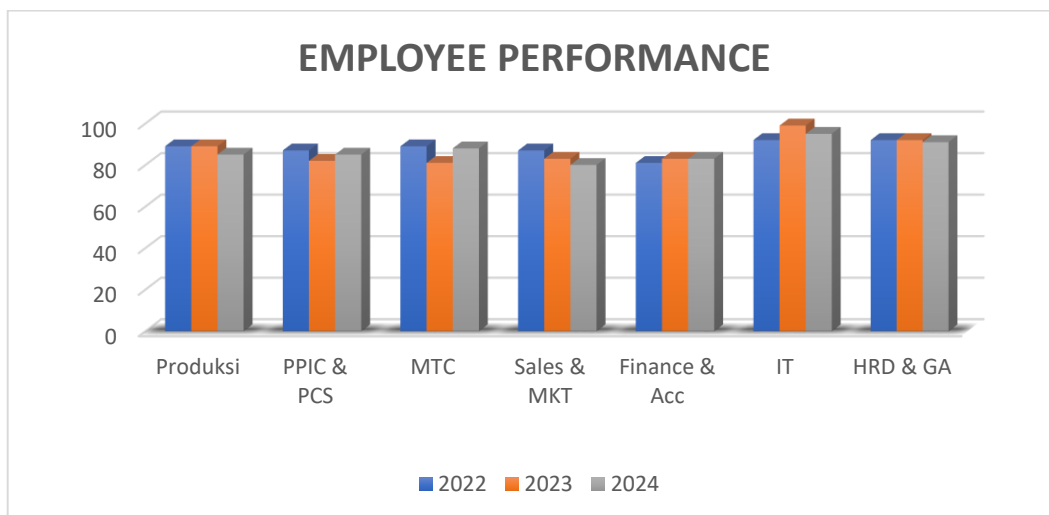
The case of PT. Indostar Building Material illustrates a substantial gap between expected outcomes and actual performance. Performance evaluation data from 2022–2024 indicate a fluctuating trend across divisions, with results consistently falling short of the 100% target. Specifically, performance in the Production Division declined from 89% in 2022 to 85% in 2024, while Sales and Marketing experienced a sharper decline, dropping from 87% to 80% over the same period.

Table 1. Employee Performance of PT. IBM

No	PART	EMPLOYEE PERFORMANCE (%)		
		2022	2023	2024
1	Production	89	89	85
2	PPIC & Purchasing	87	82	85
3	Maintenance	89	81	88
4	Sales & Marketing	87	83	80
5	Finance & Accounting	81	83	83
6	IT	92	99	95
7	HRD & GA	92	92	91

Source: The Employee Performance Report 2022-2024 (Processed, 2025)

For greater clarity, employee performance achievements during the 2022–2024 period are presented in the following figure:



Picture1. Employee Performance Chart

Source: The Employee Performance Report 2024-2024 (Processed, 2025)

This gap indicates that performance issues are not only associated with technical factors, such as supply chain management and standard operating procedures (SOPs), but also with non-technical factors, including organizational culture, commitment, and voluntary employee

behaviors. The weak implementation of the 5S work culture, limited participation in continuous improvement programs, and inconsistent discipline suggest that the internalization of organizational values has not been fully achieved (Schein, 2010; Hirano, 1996; Osada, 1991). As a result, OCB behaviors that should support productivity have not yet been fully developed.

The inconsistency of previous research findings further underscores the urgency of this study. Palupi et al. (2023) found that OCB mediates the influence of organizational culture and commitment on performance, where as Suryani et al. (2022) concluded that OCB plays only a partial role. In contrast, Panuschagone et al. (2024) reported that some OCB dimensions do not exert a positive effect. These divergent findings indicate an unresolved theoretical gap. Therefore, this study seeks to empirically examine the influence of organizational culture and organizational commitment on employee performance, with OCB as a mediating variable, focusing specifically on the manufacturing context of PT. Indostar Building Material.

Accordingly, this study addresses the following research questions: (1) How does organizational culture influence employee performance? (2) How does organizational commitment influence employee performance? (3) What role does OCB play in mediating the relationship between organizational culture, organizational commitment, and employee performance? The novelty of this study lies in the OCB mediation model, which is expected to provide theoretical contributions to the enrichment of human resource literature as well as practical implications for PT. Indostar Building Material in strengthening performance improvement strategies through voluntary work behavior and the internalization of organizational cultural values.

2. Literature review

Organizational Culture (X1)

Edgar H. Schein (1985), defining organizational culture as a basic pattern of assumptions discovered, developed, or created by a particular group in the process of learning to face problems of external adaptation and internal integration, which is then considered valid and taught to new members as the correct way to understand, think, and feel about these problems.

Organizational Commitment (X2)

Organizational commitment is defined as a psychological state that reflects the extent to which an individual feels bound to his organization, which ultimately influences the individual's behavior and intention to remain part of the organization. (Meyer & Allen, 1991).

Employee Performance (Y)

Bernardin and Russell (2012) stated that employee performance is the result of work behavior that can be observed and evaluated in order to achieve organizational goals.

Organizational Citizenship Behavior (Z)

According to Organ (1988), Organizational Citizenship Behavior (OCB) is voluntary behavior that does not directly receive formal rewards, but contributes positively to organizational effectiveness.

3. Method

This research is explanatory research with a quantitative approach. The main objective is to examine and analyze the role of organizational citizenship behavior (OCB) based on organizational culture and organizational commitment on employee performance. The study was conducted on employees at PT. Indostar Building Material in Malang with a population of 300 people, and a sample of 170 respondents was obtained using the Slovin formula ($e = 5\%$) (Hair et al., 2022). Data were collected through a Likert-scale-based questionnaire and documentation, using primary and secondary data sources. The instrument was tested using validity, reliability, and model fit testing using SmartPLS. The data analysis technique used

Partial Least Squares-Structural Equation Modeling (PLS-SEM) to test the measurement and structural models.

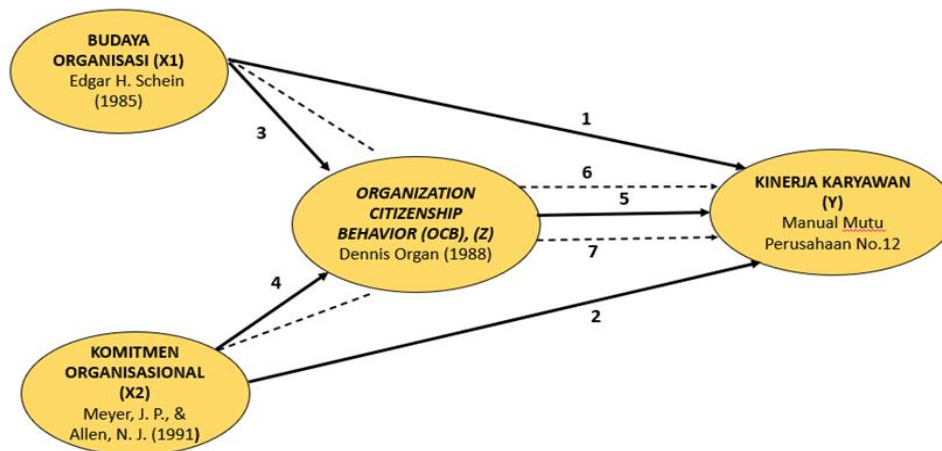


Figure 2.Conceptual Framework of Research (2025)

Information:

—→ Direct relationship

- - - - -→ Indirect relationship (mediation)

Hypothesis:

- H1: It is suspected that organizational culture can influence the performance of employees at PT. Indostar Building Material Malang.
- H2: It is suspected that organizational commitment can influence the performance of PT. Indostar Building Material Malang.
- H3: It is suspected that organizational culture can influence *Organizational Citizenship Behavior* (OCB) on employees of PT. Indostar Building Material Malang.
- H4: It is suspected that organizational commitment can influence *Organizational Citizenship Behavior* (OCB) on employees of PT. Indostar Building Material Malang.
- H5: Allegedly *Organizational Citizenship Behavior* (OCB) is able to influence the performance of PT. Indostar Building Material Malang employees.
- H6: Allegedly *Organizational Citizenship Behavior* (OCB) plays a role as a mediating variable in the relationship between organizational culture and employee performance at PT. Indostar Building Material Malang.
- H7: Allegedly *Organizational Citizenship Behavior* (OCB) plays a role as a mediating variable in the relationship between organizational commitment and employee performance at PT. Indostar Building Material Malang.

4. Results and Discussion

Results

Information in this study regarding respondent characteristics includes: 1) Gender, 2) Age, 3) Education Level, 4) Length of Service, 5) Job Level

Table 2. Characteristics Based on Position

No	Position	Sample	Percentage
1	Managerial	3	2%
2	Supervisor	6	3%
3	Foreman	7	4%
4	Staff	20	12%
5	Operator	134	79%

No	Position	Sample	Percentage
	Total	170	100%

Source: Processed primary data (2025)

As shown in Table 2, the majority of respondents, 134 (79%), came from the operator group. This is consistent with the population proportion, where operators constitute the largest workforce in the company. Furthermore, there were 20 respondents (12%) from the staff group, 7 respondents (4%) from foremen, 6 respondents (3%) from supervisors, and 3 respondents (2%) from the managerial level.

Table 3. Characteristics Based on Age

No	Age Range	Amount	%
1	< 31	50	29%
2	31 - 40	63	37%
3	41 - 50	40	24%
4	>50	17	10%
	Total	170	100%

Source: Processed primary data (2025)

From this table, it can be seen that the respondent group tends to be dominated by those aged between 30 and 40 years, followed by the 41-50 year age group and then the age group under 30 years. The age group above 50 years is the smallest group in this respondent population.

Table 4. Respondent Characteristics Based on Gender

No	Gender	Amount	Percentage
1	Man	150	88%
2	Woman	20	12%
	Total	170	100%

Source: Processed primary data (2025)

From the data in the table, it can be concluded that the majority of respondents were male (88%), while the remaining 20% were female. This is also relevant to the overall population at PT. Indostar Building Material, which is predominantly male.

Table 5. Respondent Characteristics Based on Length of Service

No	Years of service	Amount	Percentage
1	1 year	6	4%
2	15 years	46	27%
3	>5 – 10 years	48	28%
4	>10 years	70	41%
	Total	170	100%

Source: Processed primary data (2025)

The data above shows that the majority of employees in this group have more than 10 years of service. Those with 1-5 years of service are almost evenly matched with those with 5-10 years of service. Meanwhile, only 4% of respondents have been with 1 year of service.

Table 6. Respondent Characteristics Based on Last Education

No	Final Education	Amount	Percentage
1	Elementary School	5	3%
2	JUNIOR HIGH SCHOOL	15	9%

No	Final Education	Amount	Percentage
3	High School	125	74%
4	D3	6	3%
5	S1/ S2	19	11%
Total		170	100%

Source: Processed primary data

Table 6 shows the characteristics of respondents based on their highest level of education. Of the 170 respondents, the majority (125 respondents) had a high school education (74%). Respondents with a junior high school education numbered 15 (9%), followed by a bachelor's/master's degree (11%). Diploma 3 (D3) and elementary school (SD) education were represented by 6 (3%) and 5 (3%) respondents, respectively. This indicates that the majority of respondents had a high school education background.

If a variable's alpha coefficient is greater than 0.60, then the variable has a high level of composite performance. This is measured using a set of metrics called Cronbach's Alpha. According to Cresswell(2019)If the composite score of a variable is greater than 0.70, the variable is considered to have strong composite performance. In addition, the true range variable or potential variation of the latent idea is indicated if the calculated average variance is greater than 0.50. The following table shows the results of the Cronbach's alpha test, Composite Reliability, and Obtained Average Variance:

Table 7. Cronbach's Alpha, Composite Reliability, and Mean Variance Extraction

Variables	Cronbach's Alpha	Composite reliability (rho a)	Average variance extracted (AVE)
Organizational Culture (X1)	0.943	0.944	0.898
Organizational Commitment (X2)	0.918	0.919	0.859
Organizational Citizenship Behavior (Z)	0.957	0.958	0.823
Employee Performance (Y)	0.946	0.949	0.824

Source: Processed primary data (2025)

The test results in Table 7 indicate that the variables of organizational culture, organizational commitment, organizational citizenship behavior, and employee performance have good construct validity with an AVE value of > 0.50 , as well as strong reliability with a Cronbach's Alpha and Composite Reliability (CR) value of > 0.70 . Thus, all indicators and dimensions of the variables meet the requirements of convergent validity, discriminant validity, and reliability, making them suitable for further testing.

Table 8. Coefficient of Determination (R²)

	R Square	R Square adjusted
Organizational Citizenship Behavior(Z)	0.808	0.805
Employee Performance (Y)	0.886	0.883

Source: Processed data (2025)

Table 8 shows that the results of the coefficient of determination test of the influence on organizational citizenship behavior obtained an R-square (R²) value of 0.808, which means that the large influence on organizational citizenship behavior can be explained by 80.8 percent by organizational culture, organizational commitment, while the remaining influence is explained by other factors outside the study. Next, the results of the coefficient of determination test of the influence on employee performance obtained an R-square (R²) value of 0.886, which means

that the large influence on employee performance can be explained by 88.6 percent by organizational culture, organizational commitment, and organizational citizenship behavior, while the remaining influence is explained by other factors outside the study.

Table 9. Summary of Hypothesis Test Results

No	Influence	Path Coefficient	Sample Mean	Standard Deviation (STDEV)	T-Statistics	P Values	Note:
1	Organizational Culture (X1) → Employee Performance (Y)	0.196	0.091	2,146	0.032	0.196	Hypothesis accepted
2	Organizational Commitment (X2) → Employee Performance (Y)	0.161	0.072	2,227	0.026	0.161	Hypothesis accepted
3	Organizational Culture (X2) → OCB (Z)	0.624	0.082	7,645	0.000	0.624	Hypothesis accepted
4	Organizational Commitment (X2) → OCB (Z)	0.299	0.086	3,462	0.001	0.299	Hypothesis accepted
5	OCB (Z) → Employee Performance (Y)	0.617	0.073	8,415	0.000	0.617	Hypothesis accepted
6	Organizational Culture (X1) → OCB (Z) → Employee Performance (Y)	0.385	0.067	5,790	0.000	0.385	Hypothesis accepted
7	Organizational Commitment (X2) → OCB (Z) → Employee Performance (Y)	0.184	0.059	3.108	0.002	0.184	Hypothesis accepted

Source: Processed primary data (2025)

4.2 Discussion:

The Influence of Organizational Culture on Employee Performance

The results of the PLS-SEM analysis show that organizational culture has a direct positive effect on employee performance with a path coefficient of 0.196, but the indirect effect through the mediation of Organizational Citizenship Behavior (OCB) is greater, namely 0.384. This indicates that organizational culture is more effective in improving employee performance through increasing extra-role behavior (OCB). At PT. Indostar Building Material, a strong organizational culture including SOP discipline, attribute use, 5R programs, and shared values forms consistent work patterns that help employees adapt to manufacturing demands efficiently.

This research is in line with Sintyasari et al., (2021) and Schein (2010) which states that organizational culture is the basic assumptions that members learn to deal with external adaptation and internal integration, and is able to direct employee behavior in accordance with organizational goals. In addition, it supports Denison (1991) who found that a strong culture improves performance through shared values that provide direction for members. Organizational culture is not only a supporter, but also the primary foundation of productive employee behavior. These results also support the Organizational Culture theory Organ (1988)

about OCB, which states that organizational culture is the basis for the emergence of extra-role behavior, with a stronger cultural influence when mediated by OCB.

The Influence of Organizational Commitment on Employee Performance

The results of the PLS-SEM analysis show that organizational commitment has an effect on employee performance with a path coefficient of 0.161. However, the indirect effect through *Organizational Citizenship Behavior* (OCB) is greater, namely 0.184 (the result of multiplying the coefficients of Organizational Commitment → OCB of 0.299 and OCB → Employee Performance of 0.617). Thus, the total effect of organizational commitment on employee performance is 0.345.

Organizational commitment, according to Meyer & Allen(1991), consisting of three main dimensions: affective (emotional attachment), normative (moral obligation), and sustainable (cost-benefit considerations). At PT. Indostar Building Material, this commitment is reflected in compliance with rules, procedures, and loyalty. However, the direct effect of commitment on performance is relatively low because loyalty does not necessarily increase productivity without extra-role behavior (OCB).

In conclusion, organizational commitment impacts employee performance, particularly when manifested through OCB behavior. This finding is consistent with a previous study by Hermawati et al., (2022) which emphasizes the importance of affective commitment in encouraging optimal employee contribution.

The Influence of Organizational Culture on Organizational Citizenship Behavior

The results of the PLS-SEM analysis show that organizational culture influences Organizational Citizenship Behavior (OCB) with a path coefficient of 0.624, which is categorized as strong. This means that the better the organizational culture at PT. Indostar Building Material, the higher the tendency of employees to exhibit OCB behavior. A healthy organizational culture not only directs employees to comply with formal rules but also encourages positive behavior outside of official duties.

The organizational culture at PT. Indostar is reflected in disciplined SOPs, the 5R program, participation in continuous improvement, and a supportive attitude, which foster positive OCB habits such as conscientiousness and altruism. These findings align with Schein's (2010) view that culture shapes the mindset and behavior of organizational members.

This research is consistent with the theory Organ (1988) and the study of Podsakoff et al.,(2000)which confirms that a strong organizational culture that supports cooperation increases OCB, in line with the results at PT. Indostar. Overall, organizational culture is a major factor in shaping employee extra-role behavior in the manufacturing sector.

The Influence of Organizational Commitment on Organizational Citizenship Behavior

Based on SEM-PLS analysis, organizational commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB) with a path coefficient of 0.299, although lower than the influence of organizational culture (0.624). This indicates that the higher an employee's commitment, whether affective, normative, or continuance, the greater their tendency to engage in extra-role behaviors such as helping coworkers and actively participating in the organization. At PT. Indostar Building Material, commitment is reflected in loyalty, a willingness to face challenges, and involvement in internal programs. Employees who feel engaged tend to demonstrate OCB because they feel part of the organization and want to contribute beyond formal obligations. This finding aligns with research by Meyer & Allen (1991), Podsakoff et

al., (2000), and Ulum et., al. (2024) which confirms that organizational commitment is the main predictor of OCB, especially in the manufacturing sector.

Despite challenges such as turnover intention and inconsistent discipline, commitment still contributes significantly to OCB. Therefore, strengthening commitment through improved welfare, reward systems, and employee engagement is an important strategy to improve OCB and organizational performance at PT. Indostar.

The Influence of Organizational Citizenship Behavior on Employee Performance

Based on SEM-PLS analysis, OCB influences employee performance at PT. Indostar Building Material with a path coefficient of 0.537. This means that the higher OCB—such as helping coworkers, discipline, a positive attitude, and active participation—the better the individual's performance. Examples are seen in participation in continuous improvement, the implementation of 5R, and the willingness to help during high production loads, which speeds up production, reduces rejects, and improves quality.

This finding is consistent with the research of Podsakoff et al. (2000), which also demonstrates the influence of OCB on performance. However, obstacles such as a lack of discipline and a suboptimal improvement culture persist, indicating that not all employees consistently demonstrate OCB. Therefore, management needs to focus on expanding the internalization of OCB so that it becomes a collective habit by strengthening work culture, reward systems, and continuous improvement programs to enhance overall performance.

The Influence of Organizational Culture on Employee Performance is Mediated by Organizational Citizenship Behavior

The results of the SEM-PLS analysis indicate that OCB acts as a significant mediating variable between organizational culture and organizational commitment on employee performance. Employees with affective and normative engagement tend to exhibit extra-role behaviors such as sportsmanship and courtesy, which create a harmonious work atmosphere, accelerate task completion, and reduce conflict, thus supporting performance.

This finding is in line with research by Organ (1988) who stated that OCB is an important mechanism connecting organizational factors with performance, as well as Meyer & Allen (1991) which shows that organizational commitment increases OCB involvement and has a positive impact on long-term performance.

In conclusion, OCB is a significant mediator with an indirect effect value of 0.335 (organizational culture) and 0.160 (organizational commitment), indicating that the indirect effect through OCB is stronger than the direct effect. Therefore, performance improvement strategies at PT. Indostar must not only strengthen culture and commitment, but also actively encourage the internalization and actualization of OCB in daily work behavior.

The Influence of Organizational Commitment on Employee Performance is Mediated by Organizational Citizenship Behavior

The results of the SEM-PLS analysis show that organizational commitment has an indirect effect on employee performance through OCB with an indirect effect value of 0.160, which is statistically significant ($p < 0.05$). Although this effect is lower than the influence of organizational culture through OCB (0.335), OCB still plays an important role as a mediator in the relationship between commitment and employee performance at PT. Indostar Building Material.

Organizational commitment (affective, normative, and continuance) fosters employee loyalty and engagement, but performance improvements only occur if this commitment is translated into concrete behaviors such as OCB. These extra-role behaviors increase cooperation, discipline, and participation in continuous improvement, thereby enhancing performance.

This finding is consistent with previous research, Podsakoff et al., (2000); which confirms that OCB mediates the influence of commitment on performance, especially in the manufacturing sector which relies heavily on teamwork and collective discipline.

At PT. Indostar Building Material, despite the high number of loyal employees, issues of discipline and engagement persist, indicating that commitment has not been fully reflected in work behavior. However, highly committed employees also demonstrate OCB, such as helping coworkers and being active in the organization's *continuous improvement*, contributing significantly to improved performance and reduced levels of *reject*.

5. Conclusion

Based on the results of data analysis using SEM-PLS, this study produces several conclusions as follows:

1. Organizational culture influences employee performance. A conducive work culture can improve performance, although its impact is relatively smaller than other channels.
2. Organizational culture has a strong influence on OCB. A healthy culture encourages employees to demonstrate extra-role behaviors, such as helping coworkers, maintaining a healthy work environment, and being loyal to the company.
3. Organizational commitment influences employee performance. Employees with high commitment tend to perform more optimally, responsibly, and participate in achieving organizational goals.
4. Organizational commitment influences OCB. Employees with high commitment are more likely to engage in voluntary behavior that supports the smooth operation of the company.
5. OCB has a dominant influence on employee performance. Employee volunteerism has been shown to be a key factor in strengthening performance achievement, both at the individual and organizational levels.
6. OCB plays a crucial role as a mediator. Organizational culture and organizational commitment are more effective in improving performance when they encourage the growth of OCB. The Organizational Culture → OCB → Performance pathway proved to be the most dominant influence in this research model.

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