

EFFECT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB) AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT PDAM TIRTAJATI CIREBON REGENCY

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Abstract

This study intends to assess the effect of Organizational Citizenship Behavior (OCB) and work discipline on employee performance at PDAM Tirtajati Cirebon Regency. The research adopts a quantitative approach in its methodology that is associative in nature. Data were obtained using a questionnaire given to 119 employees who have worked for at least five years. The data processing process involved validity testing, reliability testing, classical assumption checking, and multiple linear regression analysis. The outcomes of this investigation reveal that OCB and work discipline, when analyzed individually, have a positive and significant influence on employee performance. Together, these two variables also contribute significantly to performance with the coefficient of determination (R^2) reaching 78.9%. These findings indicate that strengthening voluntary behavior and maintaining high work discipline are crucial strategies to improve employee performance, especially in public service organizations such as PDAM Tirtajati.

Keywords: Organizational Citizenship Behavior, Work Discipline, Employee Performance.

INTRODUCTION

Water plays a very important function for the life of all organisms on earth. It is one of the basic needs to maintain existence, not only for humans but also for animals and plants. Without water, life on earth would not be possible. This is due to the fact that all living things need water to survive. (Erwinsyah, 2024) Local governments as public service providers utilize water resources to improve the welfare of the community by establishing regionally-owned companies, namely Regional Drinking Water Companies. this aligns with the statutory provisions outlined in the 1945 Constitution article 33 paragraph (3). The clean water sector deserves serious attention because access to clean water is closely related to the lives of many individuals. (sari, 2014) (In this context, Regional Water Supply Companies PDAMs) also set firm goals, visions and missions as the foundation of their activities. As a clean water service provider, PDAMs have clear targets. (Abigael Br Purba et al., 2024).

Human resources (HR) is a crucial factor in achieving success in an organization. The success and achievement of organizational goals is strongly influenced by the quality and performance of its human resources. Organizations need human resources who have Organizational Citizenship Behavior (OCB) to increase their efficiency (Muslih et al., 2024). (Samudra et al., n.d.) Optimal human resource performance will stimulate the occurrence of citizenship behavior in the organization, which is an action that goes beyond the criteria determined by the company (Krietner and Kinicki, 2004). (Atrinta et al., 2024) On the other hand, Sinambela (2018) said that work discipline represents the cognizance and motivation toward conform to codified organizational policies and internalized societal conventions. Work discipline is fundamentally interconnected with organizational regulations and

policies, where a number of employees choose to commit because they feel responsible for remaining in the company that requires their existence. Therefore, the issue of organizational commitment is crucial for companies. (Aulia et al., 2024).

Existing literature has shown that OCB behavior has a major effect on employee performance. The power of OCB's influence on employee performance has been analyzed by Suharyat et al. (2023). An investigation of the association between personality and employee performance indicates that personal character contributes well to their performance. (Sosains et al., 2023) Similar findings were also found by Sya'baniah and Saryono (2019). Employees who have high OCB are usually more initiative, cooperative, and committed to others and company goals. However, observations in the field show that not all employees at PDAM Tirta Jati demonstrate optimal OCB, which has an impact on overall job effectiveness. (Asdar et al., 2025) According to Organ (1988) in a study conducted by Sondeng and Syam Husain (2020), it is stated that "OCB is a form of action that is voluntary, not officially recognized by existing regulations, and overall contributes to improving the effectiveness of organizational operations". Meanwhile, Podsakoff, MacKenzie, Paine, and Bachrach (2000) said that "OCB is a voluntary action of individuals that contributes to organizational efficiency, but is not related to the prevailing system".

In addition to OCB, compliance with work rules also has a big role in improving performance. Compliance with work rules is the behavior of employees who follow regulations and policies (Sutrisno, 2019), is one of the elements that has a significant associations with employee performance. (Andriyani et al., 2021) Employees who have a good level of discipline are generally able to complete work according to set deadlines, maintain work quality, and comply with applicable regulations. One method of improving discipline is to reward employees for their performance and dedication. According to Afandi (2018: 12), order in the work environment as a managerial apparatus for directing employee behavior while cultivating intentional policy adherence through heightened situational awareness and relevant community norms. (Asep Awaludin et al., 2025) Work discipline according to Hasibuan in Sinambela (2018: 335) one's competence in performing required duties regularly, diligently, and consistently while following all predetermined rules without violating these provisions. In general, there are various elements that affect the level of employee discipline in an organization, such as goals and capacities, examples from leaders, rewards or salaries and welfare, justice, strict supervision, sanctions, firmness, and relationships between individuals.

In this context, employee performance is one of the key indicators that show how well public institutions such as PDAMs are performing their functions. Employee performance represents an essential component in assessing the success of the organization. Success in terms of service speed, productivity levels, and customer satisfaction is highly dependent on the quality of employee work. However, in practice, PDAM Tirta Jati in Cirebon Regency still faces various problems that hinder maximum performance, such as delays in completing tasks, low compliance with work procedures, and lack of accountability. Considering Hasibuan (2017), employee performance emerges as a consequence of that individuals

achieve when doing the work they are responsible for, which is done with their abilities, experience, dedication, and time.(Eka et al., 2020)

Edison and his colleagues (2022:193) argue that performance emerges from a system of interconnected processes, measured periodically according to predefined benchmarks and consensual expectations. (Ekasari Dimbarokke, 2022) Based on interviews conducted by the research team, discipline continues to be an obstacle at PDAM Tirta Jati, mainly due to the lack of direct supervision. Some employees appear to have decreased work motivation, as evidenced by their habit of procrastinating and using cell phones for personal purposes unrelated to their duties.

LITERATURE REVIEW

Organizational Citizenship Behaviour (OCB)

Organizational Citizenship Behavior (OCB) refers to discretionary individual behaviors within the workplace that are not formally recognized by organizational reward systems but contribute positively to overall organizational effectiveness. Podsakoff, MacKenzie, Paine, and Bachrach (2000) define OCB as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization.” According to Podsakoff et al. (2000), OCB consists of five key dimensions:

1. Altruism
Refers to voluntary behaviors intended to help specific coworkers with work-related tasks, such as substituting for a colleague who is absent or assisting in completing tasks without being asked.
2. Civic Virtue
Reflects an individual's deep involvement and active participation in organizational affairs. This includes offering constructive suggestions and staying informed about organizational developments.
3. Conscientiousness
Involves going beyond basic requirements by adhering to organizational rules, demonstrating high levels of responsibility, and consistently performing duties beyond the minimum expected standards.
4. Courtesy
Entails behaviors that help maintain positive interpersonal relationships in the workplace. It includes actions to prevent conflicts or misunderstandings, such as keeping coworkers informed and being considerate in communication.
5. Sportsmanship
Describes the willingness to tolerate less-than-ideal circumstances without complaining excessively. Individuals demonstrating sportsmanship maintain a positive attitude, even in challenging situations.

Work Dicipline

Work Discipline is a crucial factor influencing employee performance and organizational productivity. According to Hasibuan, as cited in Sinambela (2018:335), *“Work discipline is a person's ability to work regularly, persistently, continuously, and in accordance with the prevailing rules without violating the established regulations.”* This definition highlights discipline as a behavioral trait involving consistency, order, and adherence to rules and expectations within the workplace. Hasibuan outlines several indicators that affect the level of employee discipline within an organization. In this study, work discipline is measured through three main dimensions:

1. Effective Time Management

This dimension reflects the employee's ability to manage and utilize working hours productively. Indicators include punctuality, adherence to work schedules, and effective use of time during working hours.

2. Responsibility in Work and Tasks

This involves the employee's motivation, loyalty, and commitment in carrying out assigned duties. It also includes compliance with workplace standards such as completing tasks on time and dressing appropriately as per company policy.

3. Absenteeism

Absenteeism measures the frequency and patterns of an employee's absence from work. This includes unexcused absences, leave frequency, and tendencies to leave the workplace during working hours.

Employee Performance

Employee performance refers to the outcome of a process that is evaluated and measured over a specific period based on predefined standards and agreements. According to Edison et al. (2022:193), performance is *“the result of a process that is referred to and measured over a certain period of time based on predetermined standards and agreements.”* In this study, employee performance is measured using the following four dimensions:

1. Target Achievement

This dimension assesses the employee's ability to achieve set goals and objectives. Indicators include focus on achieving targets, the level of challenge in those targets, and whether the targets are realistic and aligned with organizational goals.

2. Quality

Quality relates to the standard of work produced by the employee. It includes delivering work in accordance with expected standards, maintaining customer satisfaction, and demonstrating a commitment to quality through adherence to procedures and attention to detail.

3. Timeliness

This dimension evaluates the punctuality in task completion. Indicators involve finishing work on schedule, showing commitment to deadlines, and ensuring that customers or stakeholders are satisfied with the timeliness of service or task delivery.

4. Compliance

Compliance involves performing tasks correctly, transparently, and accountably. It includes completing work through proper methods and maintaining professional integrity by adhering to organizational rules and standards.

Theoretical Framework and Hypothesis Formulation

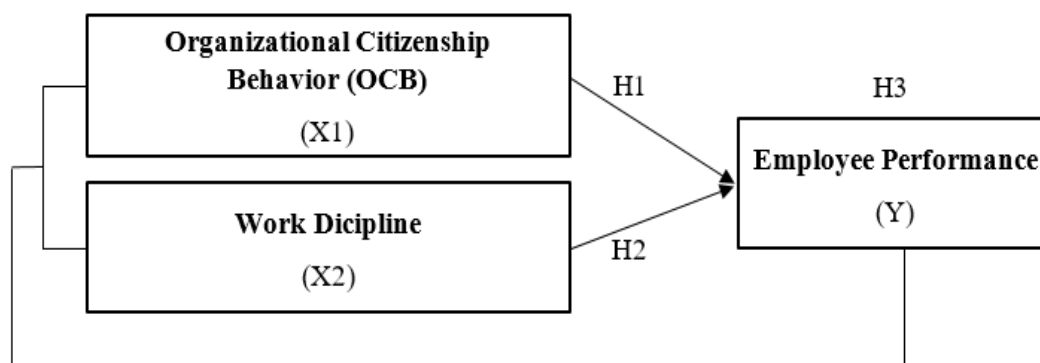


Figure 1. Framework of Thought

Hyphotesis:

H1: Organizational Citizenship Behavior (OCB) (X1) has a significant effect on Employee Performance (Y).

H2: Work Discipline (X2) has a significant effect on Employee Performance (Y).

H3: Organizational Citizenship Behavior (OCB) (X1) and Work Discipline (X2) simultaneously have a significant effect on Employee Performance (Y).

METHOD

The type of information utilized in this study is numerical data containing numbers obtained from questionnaires to assess differences in the variables studied. The source of information contained in this study is basic data, which is obtained directly through surveys delivered to employees of PDAM Tirtajati in Cirebon Regency. The community of interest in this study consists of some of the employees of PDAM Tirtajati in Cirebon Regency with the provision that the employees have been functioning for five years or more. Therefore, the study's entire population pool consisted of 119 individuals. In sampling, this research employed purposive sampling, systematically choosing respondents who possessed particular qualities essential for addressing the study's aims (Sugiyono, 2017). These criteria are made so that the selected respondents are employees of PDAM Tirtajati in Cirebon Regency who have worked for 5 years or more, so that they are expected to provide relevant information regarding the variables of OCB, Work Discipline, and Employee Performance. The current investigation, information was obtained by distributing questionnaires or closed questionnaires made using Google Form to respondents. Sending questionnaires through Google Form was targeted at PDAM Tirtajati employees in Cirebon Regency, so that the

filling process becomes easier, more efficient, and allows respondents to fill in without having to meet face-to-face, and provides flexibility in the time to fill in. The questionnaire was designed with a Likert scale consisting of 5 levels (1= Strongly Disagree, 5 = Strongly Agree) to evaluate respondents' views on the analyzed variables. To process the data, various tests were conducted, including validity testing to assess the accuracy of the question items in the questionnaire for each variable, reliability evaluation to evaluate the constancy of the research instrument through the use of Cronbach's Alpha in SPSS software, and classical assumption testing to guarantee that the information satisfies the BLUE (Best Linear Unbiased Estimator) requirements. Multiple linear regression analysis was utilized in this study to test the hypothesis aimed at answering questions about the impact of OCB and Work Discipline on Employee Performance at PDAM Tirtajati Cirebon Regency, with testing to be carried out through the t-test and f-test.

RESULTS AND DISCUSSION

In this study, the number of samples (n) reached 119, so the degree of freedom (df) can be calculated as $n-2$, which means the df is $119-2 = 117$ and $\alpha = 0.05$. This test criterion is done by comparing the rcount and rtable values with df 117 and alpha 0.05, which results in an rtable value of 0.1801. The validity assessment outcomes revealed for the indicators of each variable are illustrated in the table:

Table 1. Validity Test Outcomes

Variable	Statement	Fcount	Sig.	Interpretation
Organizational Citizenship Behaviour (X1)	X1_1	0.749	0.000	Valid
	X1_2	0.515	0.000	Valid
	X1_3	0.677	0.000	Valid
	X1_4	0.732	0.000	Valid
	X1_5	0.689	0.000	Valid
	X1_6	0.202	0.027	Valid
	X1_7	0.697	0.000	Valid
	X1_8	0.594	0.000	Valid
	X1_9	0.711	0.000	Valid
	X1_10	0.732	0.000	Valid
Work Dicipline (X2)	X2_1	0.708	0.000	Valid
	X2_2	0.555	0.000	Valid
	X2_3	0.246	0.007	Valid
	X2_4	0.669	0.000	Valid
	X2_5	0.317	0.000	Valid
	X2_6	0.552	0.000	Valid
	X2_7	0.655	0.000	Valid
	X2_8	0.357	0.000	Valid
	X2_9	0.410	0.000	Valid
	X2_10	0.613	0.000	Valid
	Y_1	0.720	0.000	Valid

Variable	Statement	Fcount	Sig.	Interpretation
Employee Performance (Y)	Y_2	0.719	0.000	Valid
	Y_3	0.254	0.005	Valid
	Y_4	0.579	0.000	Valid
	Y_5	0.636	0.000	Valid
	Y_6	0.566	0.000	Valid
	Y_7	0.285	0.002	Valid
	Y_8	0.532	0.000	Valid
	Y_9	0.670	0.000	Valid
	Y_10	0.740	0.000	Valid
	Y_11	0.369	0.000	Valid
	Y_12	0.212	0.021	Valid

Source: The investigator-processed datasets, 2025

Table 1 indicates that each statement has a significant value, where the value of r table or r count exceeds 0. 1801, The validity tests indicate that all scale items meet the established criteria for construct validity.

Table 2. Reliability Test Outcomes

Variable	Cronbach's Alpha
<i>Organizational Citizenship Behaviour (X1)</i>	0.836
Work Discipline (X2)	0.665
Employee Performance (Y)	0.743

Source: The investigator-processed datasets, 2025

Table 2 reveals that the level of consistency of the reliability of the research measuring instrument is 0. 836, 0. 665, and 0. 743 (measuring instrument reliability value $\geq 0. 6$), which means that X1, X2, and Y can be considered reliable.

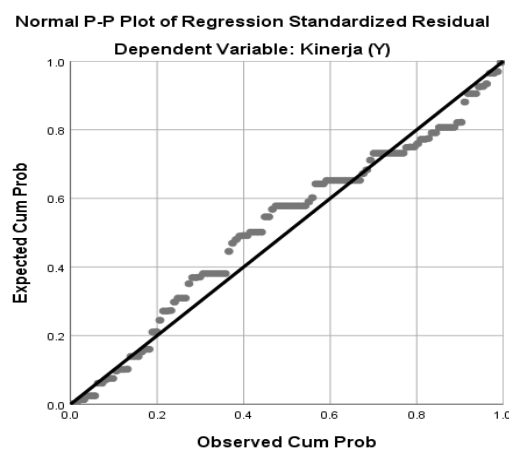


Figure 2. Normality Test Chart

Source: Outcomes of the investigator's analysis of information in SPSS, 2025

Table 2 reveals that the consistency of the reliability of the measuring instruments reached values of 0. 836, 0. 665, and 0. 743 (with the standard reliability of measuring instruments $\geq 0. 6$), which indicates that X1, X2, and Y are classified as reliable instruments.

Table 3. Multicollinearity Test Outcomes

Variable	Tolerance	VIF
<i>Organizational Citizenship Behaviour (X1)</i>	0.484	2.068
Work Discipline (X2)	0.484	2.068

Source: The investigator-processed datasets, 2025

The outcomes of the multicollinearity analysis shown in Table 3 indicate that all variables do not show multicollinearity, because the VIF value is below 0. 1. The evidence suggests that in the regression model applied, revealed no substantive multicollinearity between independent in the specified model.

Table 4. Model Summary Outcomes

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.888 ^a	.789	.786	1.439
a. Predictors: (Constant), Work Discipline (X2), OCB (X1)				
b. Dependent Variable: Performance (Y)				

Source: Outcomes of the investigator's analysis of information in SPSS, 2025

Table 5. T-Test Outcomes

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.690	2.404		1.951	.054
	OCB (X1)	.358	.062	.353	5.757	.000
	Work Discipline (X2)	.722	.074	.600	9.789	.000
a. Dependent Variable: Performance (Y)						

Source: Outcomes of the investigator's analysis of information in SPSS, 2025

Table 6. F-Test Outcomes

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	899.436	2	449.718	217.127	.000 ^b

	Residual	240.261	116	2.071		
	Total	1139.697	118			
a. Dependent Variable: Performance (Y)						
b. Predictors: (Constant), OCB (X1), Work Discipline (X2)						

Source: Outcomes of the investigator's analysis of information in SPSS, 2025

The test outcomes in table 5 can be written in the form of a regression formulation as follows:

$$Y = 4.690 + 0.358X_1 + 0.722X_2$$

Where:

X_1 = *Organizational Citizenship Behaviour*;

X_2 = *Work Discipline*; and

Y = *Employee Performance*

This regression equation will be described as outlined below:

1. The regression coefficient for Organizational Citizenship Behavior (X_1) is 0.358, this confirms a positive influence on the dependent variable (Y). This indicates that if Organizational Citizenship Behavior (X_1) increases, Employee Performance (Y) will also raise by 0.358 times, while holding other factors do not change. The regression coefficient for Work Discipline (X_2) is 0.722, this confirms a positive impact on variable Y , which means that when Work Discipline increases, Performance (Y) will also raise by 0.722 times while holding other factors do not change.
2. The regression coefficient obtained for Work Discipline (X_2) is 0.722, this confirms that there is a positive impact on the dependent variable (Y), implying that if Work Discipline increases, Performance (Y) is projected to rise by 0.722 times while holding other factors do not change.

The t test conducted in the current investigation involved a sample size (n) of 119. The degree of freedom (df) is calculated using the $n-2$ formula, which results in a df of 119-2 equal to 117 at a significance level of 5% or 0.05. This testing process is carried out by comparing the t_{count} value with the t_{table} , using df 117 and a significance level of 0.05, which shows a t_{table} of 1.6580. The t-test outcomes in table 4 reveal that OCB (X_1) has a t_{count} of 1.6580 and a significance value of 0.000.

F-testing evaluated the total impact of explanatory factors in the analysis the independent factors on the dependent variable according to the f value that was computed which is equal to or greater than the f table using a 5% probability threshold or 0.05. There are two independent variables (k) used, and the number of samples (n) is 119. Based on the formula ($k; n-k-1$), namely ($2; 119-2-1 = 116$), a value of 3.07 is obtained for the data in the f_{table} . The outcomes of the F test listed in table 5 reveal that Organizational Citizenship Behaviour (X_1) and Work Discipline (X_2) produce an F_{count} value of 217.127, which is greater than 2.6849, and a significance value that reaches 0.000.

1. Effect of OCB on Employee Performance

The current investigation, data was found to support that the initial hypothesis put forward was proven accurate, where the OCB (X1) showed a positive value with a significance value of 0.000 which exceeds 0.05. From this finding, we can conclude that OCB has a significant influence on individual Employee Performance at PDAM Tirtajati Cirebon Regency. This outcome complies with earlier research which state that OCB contributes significantly to employee performance. (Inkiriwang & Rahnjen Wijayadne, 2023)

Where voluntary actions taken by employees outside of their official obligations will form a more efficient work environment, so as to improve work results and have a good effect on the company. So, it can be concluded that OCB is one of the important components that must be developed and regulated by organizations to build a enhanced productivity and efficiency of the employment system as a whole.

2. The Effect of Work Discipline on Employee Performance

In this study, strong evidence was found that the second hypothesis proposed was correct, where the Work Discipline variable (X2) showed a positive number with a significance level of 0.000.

3. The Effect of OCB and Work Discipline on Employee Performance

In this study, clear facts were found that prove that the third hypothesis proposed is correct, where the independent variable shows a positive value and a significance level of 0.000.

CLOSING

Conclusion

Based on the findings and discussion in this study, it can be concluded that both Organizational Citizenship Behavior (OCB) and Work Discipline have a significant and positive impact on Employee Performance at PDAM Tirtajati Cirebon Regency. Individually, each variable demonstrates a meaningful contribution where OCB influences performance through voluntary behaviors that go beyond formal duties, such as cooperation and proactive involvement in organizational matters. Likewise, Work Discipline reflects punctuality, responsibility, and attendance, which are critical to ensuring consistent productivity and service quality. Simultaneously, both variables contribute 78.9% to employee performance, as indicated by the coefficient of determination (R^2). This confirms that strengthening OCB and fostering high work discipline are strategic approaches to enhancing performance within public service institutions.

Suggestions and Acknowledgments

Based on the research results, it is recommended that PDAM Tirtajati Cirebon Regency implement ongoing development programs to encourage OCB among employees,

such as reward systems for voluntary initiatives and team-based achievements. Additionally, consistent enforcement of disciplinary policies and periodic monitoring should be applied to maintain high employee discipline. The organization may also benefit from leadership training that promotes exemplary behavior and cultivates a culture of accountability.

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