

## **Organizational Citizenship Behavior in Online Transportation Drivers: A Mediation Model**

**Siswanto<sup>1\*</sup>, Masyhuri<sup>2</sup>**

<sup>1</sup>State Islamic University of Maulana Malik Ibrahim Malang, Indonesia

<sup>2</sup>Islamic University of Malang, Indonesia

E-mail: <sup>1</sup>siswanto@pbs.uin-malang.ac.id, <sup>2</sup>zhaumymasyhuri@gmail.com

<sup>\*</sup>Corresponding Author

---

***JEL Classification:***

J28

J54

*Received: 10 October 2021*

*1<sup>st</sup> Revision: 30 January 2022*

*2<sup>nd</sup> Revision: 31 January 2022*

*Accepted: 07 February 2022*

**Abstract**

The research originality is the use of organizational commitment variable as mediation and object of research in transportation start-up companies that have not been studied before. The objective of this research was to examine the mediating role of organizational commitment between job involvement and organizational citizenship behavior (OCB). This research is used to develop knowledge about human resource management in start-up companies with partner status. The partial least square structural equation modeling technique is used to test quantitative data and hypotheses. The result of this research is that organizational commitment does not mediate the effect of job involvement on organizational citizenship behavior. Furthermore, job involvement has a significant positive effect on OCB. This study also provides the practical implication that employees who have a high commitment do not make them work extra because the status as partners is very different, so further discussion is needed.

**Keywords:**

Job involvement; organizational citizenship behavior; organizational commitment

---

**How to Cite:**

Siswanto., & Masyhuri. (2022). Organizational Citizenship Behavior in Online Transportation Drivers: A Mediation Model. *Etikonomi*, 21(1), 113-126. <https://doi.org/10.15408/etk.v21i1.22665>.

## INTRODUCTION

Nowadays, research on organizational citizenship behavior has been widely carried out in academic circles. However, most researchers research employees of a company both on a small and large scale. Few researchers study organizational citizenship behavior among online transportation driver-partners who are different from employees. While increasing online transportation companies, they get more attention about their driver-partners. Organizations need to identify the factors that encourage employees to volunteer for activities outside of their call of duty (Gupta et al., 2017). One of them is organizational citizenship behavior (OCB). OCB is behavior that goes beyond the normal limits of the tasks specified in writing. However, it is not an essential component in the company but can encourage more outstanding organizational function and efficiency (Srivastava & Pathak, 2020).

Previous research has found that job involvement is considered a critical factor that influences an individual's success in the organization. Based on the development of scientific research on job involvement which causes an increase in OCB (Chu et al., 2005; Chughtai, 2008; Cohen, 2006; Dimitriades, 2007; Mustafa & MahaAbdeenAbdeenkeder, 2021; Zhang, 2014). Job involvement is considered a critical factor that influences the success of an individual in the organization because job involvement can improve employee psychology towards his work, which employees will feel directly involved in it and can make an employee give full support to organizational goals so that they can increase organizational productivity and efficiency (Zhang, 2014). Job involvement is a more complex matter than employee involvement, where employees are actively involved, bound, and always related to their work.

In addition, OCB is influenced by many factors, including job involvement (Mustafa & MahaAbdeenAbdeenkeder, 2021). Furthermore, OCB can arise from various organizational factors, including job satisfaction and employee commitment (Bies, 1989; Utami et al., 2021; Zeinabadi, 2010). However, few studies examine the effect of job involvement on OCB mediated by organizational commitment. The majority of previous researchers tested job involvement and organizational commitment as independent variables in partially or simultaneously influencing OCB (Saxena & Saxena, 2015). The concept of organizational commitment refers to the desire and willingness of an employee to contribute to the success of the organization and provide loyalty to the organization and not only provide the best for the organization but also serves as one of the vital reasons not to leave the organization (Redondo et al., 2021). Many researchers have found that organizational commitment can affect employee performance, motivation, and job satisfaction. Therefore, organizational commitment plays an essential role for the company (Organ & Konovsky, 1989). This research will be interesting because the status of driver-partners is different from employees in general. Online transportation companies place drivers as partners, not employees. So this study aims to contribute to the literature by examining the effect of job involvement on OCB and the mediating role of organizational commitment.

Job involvement is identified as how far an employee is involved, bound, and related to his work (Kinicki & Kreitner, 2014). Employees who have high job involvement can

consider their work as a big part of themselves. The involvement creates a strong employee attachment to his work and will minimize the desire to quit his job. Vroom Expectancy theory suggests that administrators should use reasonable personal expectations to inspire employees. If expectations are lower than the offer provided by the organization, then job involvement will increase.

On the other hand, when expectations are higher than the offer provided by the organization, job involvement will decrease. Rabinowitz and Hall's theory, unified theory. In this conceptualization, job involvement will be influenced by leadership style, unique opportunities involved in decision making, social factors. Such values are internalized with work attitudes. When personal characteristics and congruence reach the situation, individuals will develop high job involvement. A multidimensional model, presenting a multidimensional model of job involvement, is not a unidimensional concept. The concept of job involvement consists of three dimensions: emotional job involvement, behavioral work engagement, and cognitive job involvement. Emotional job involvement shows how strongly employees are interested in their work or how much people like their work. Behavioral work involvement shows how strong workers are in managing time in completing work and thinking skills, as seen from completing work and energy devoted to completing work. Cognitive job engagement indicates how strongly the worker wants to participate in making his/her job-related decisions or how important this job is in his/her life (Nursanti et al., 2015). Some of the above theories allow us to examine the effect of job involvement on OCB.

Zhang (2014) explaining more deeply about job involvement is considered a critical factor that influences the success of an individual in the organization because job involvement can improve employee psychology towards his work, where employees will feel directly involved in it and can make an employee give full support to the goal. Organization, to increase the productivity and efficiency of the organization. To improve employee OCB, companies need to pay attention to several factors that can affect the OCB. The first factor is the influence of job involvement. Employees who have high job involvement can consider their work as a big part of themselves. The involvement creates a strong employee attachment to his work and will minimize the desire to quit his job. Mustafa & MahaAbdeenAbdeenkeder (2021) stated that it is essential for the employee to be involved in specific problems where it requires him to spend all his ability and time for the job. Thus, employee engagement is expected to have a significant impact not only on individual outcomes but also on organizational success (Hussein & Tahir, 2019). The organizational theory of Podsakoff et al. (2000) stated that organizational theory, following a cooperative system, and the willingness of the community to contribute and strive in a cooperative system are absolute requirements for an organization.

The relationship between job involvement and OCB has received little empirical attention (Zhang, 2014). Several previous studies have even considered this relationship and found a positive relationship between job involvement and OCB (Chu et al., 2005; Chughtai, 2008; Cohen, 2006; Dimitriades, 2007; Mustafa & MahaAbdeenAbdeenkeder,

2021; Zhang, 2014). Ueda (2011) found that job involvement has a positive effect on OCB for professors and administrative workers in the private sector. Nwibere (2014) has also investigated the relationship between work engagement and OCB of academic staff at Japanese universities. Academic staff who are engaged in their work, for example, tend to be satisfied with their work, become committed to their organization then exhibit more OCB in their work. Then, Arifin & Puteri (2019) also found that job involvement positively affected OCB of 132 lecturers at the Indonesian Ministry of Industry's vocational industrial colleges.

Organizational commitment refers to the bond between an employee and the employer's organization as a whole (Lambert et al., 2020). According Lee & Miller (1999), organizational commitment has been actively and deeply researched. There are values and goals identified by members to form an enthusiastic work attitude in the organization, which leads to increased performance. Furthermore, OCB can arise from various organizational factors, including job satisfaction and employee commitment (Bies, 1989; Utami et al., 2021; Zeinabadi, 2010). Job involvement also has a positive relationship with OCB (Zaraket, 2017). Consistent with corporate behavioral theory (O'Reilly & Chatman, 1986; Organ & Konovsky, 1989), organizational commitment can lead to better results regarding OCB from workers, more extraordinary dedication to the company, and efforts to exceed minimum job requirements. Furthermore, job involvement is related to the psychology of employees with their work or employee commitment to their work and forms organizational commitment (Saxena & Saxena, 2015). Likewise, employees who have a high commitment to the organization will do anything to advance the company because they believe in their work (Qing et al., 2020).

The purpose of this research is to develop knowledge of human resource management for start-up companies, with the difference in status as partners and employees, it is very different in any case, this is a very complex problem for the company that needs to be studied more deeply so that partners become prosperous. Specifically, job involvement is a strong reason for raising organizational commitment, especially during the COVID-19 pandemic, to provide complete dedication to the company. Employees with high job involvement include actively participating and considering work as essential to forming organizational commitment that can lead to OCB workers. In addition, employees who have the assumption that work is self-esteem can provide a stimulus for full responsibility for the current job. Consistent with the reasons above, we argue that job involvement will directly shape employee organizational commitment to creating OCB. In this study, we try to add the organizational commitment variable as a novelty from previous research and previous research has not examined organizational citizenship behavior in online transportation drivers. The main objective of the research is to investigate more deeply the organizational citizenship behavior of Grab driver-partners which is influenced by job involvement and mediated by organizational commitment.

## **METHODS**

In this study the population of Grab online transportation drivers in Malang City, Indonesia. Because the population is not known, so this study uses purposive sampling.

Questionnaires were distributed to driver-partners at the online transportation company Grab. After the data was cleaned, only 127 respondents out of 142 had filled in and were ready to be tested. The selection of the number of samples was due to the limitations of researchers in taking samples and because the large-scale social restriction policy made the drivers we met limited. The majority of respondents, around 96.9 percent of respondents are male. Then, about 80.3 percent are senior high school graduates. Approximately 89 percent have more than one year of work experience. Also, as a side job, 66.1 percent, while 33.9 percent is the primary job.

The job involvement variable constructs use five items from (Coulter 2010) to measure this construct. Where those who have three dimensions actively participate in work as essential and work as self-esteem. Cronbach's alpha of this measurement is 0.83. Organizational Commitment to measure this construct with ten items from (Robbins & Judge, 2008), which has three dimensions: affective commitment, continuance commitment, and normative commitment. Cronbach's alpha of this measurement is 0.92.

Organizational Citizenship Behavior to measure this construct with twelve items from (Organ & Konovsky, 1989). The OCB scale has five measurement dimensions: altruism, conscientiousness, civic virtue, courtesy, and sportsmanship. The items are rated using a Likert scale from 1 “never” to 5 “always”.

In SEM-PLS, we used two tests, namely the algorithm as a test of validity and reliability, followed by bootstrapping as a research hypothesis testing equipped with the goodness of fit as a research model test (Hair Jr et al., 2017). Furthermore, in this research in detail, the measurement model assessment is used to test the validity with the value of loading factor, average variance extracted and reliability with composite reliability and Cronbach alpha. Followed by a structural assessment model that is used to answer the research hypothesis.

## RESULT AND DISCUSSION

### Empirical Result

There are three constructs in the research including, job involvement, organizational commitment, and organizational citizenship behavior. Table 1 present the means, standard deviation, and correlation among variables. Furthermore, the results obtained that job involvement positively on organizational commitment ( $r = 0.367$ ,  $p = 0.01$ ) and organizational citizenship behavior ( $r = 0.578$ ,  $p = 0.01$ ). There is no correlation between the demographics of respondents in the form of gender to the three variable constructs.

**Table 1. Means, Standard Deviations and Correlation Among Study Variables**

Variable	Mean	SD	1	2	3	4
Respondent Gender	1.03	0.175	-			
Job Involvement	3.946	0.678	-0.092	-		
Organizational Commitment	3.371	0.753	-0.065	0.367**	-	
Organizational Citizenship Behavior	4.252	0.533	0.056	0.578**	0.414**	-

Notes:  $n = 127$ . \* $p < 0.05$ ; \*\* $p < 0.01$ ; \*\*\* $p < 0.001$

Our measurement model uses five constructs of latent variables, including job involvement, organizational commitment, and organizational citizenship behavior. Measurement of construct variables using validity and reliability test assessments (Hair Jr et al., 2017). The validity test is measured using a loading indicator value of 0.70 (Hair et al., 2008). Furthermore, we assessed using the composite reliability value and Cronbach equipped with the average variance extracted (AVE) value for convergent validity in the reliability test. Table 2 shows the results that the composite reliability (CR) value is higher than 0.70, and the Cronbach value has met the cut-off (Hair et al., 2008). In other words, the instruments used in the research are reliable or consistent and reliable.

**Table 2. Result of The Measurement Model Assessment**

<b>Construct and Item Description (composite reliability/average variance extracted)</b>	<b>Mean</b>	<b>SD</b>	<b>Skewness</b>	<b>Kurtosis</b>	<b>SFL</b>	<b><math>\alpha</math></b>
<b>Job Involvement (Robbin and Judge, 2010)</b> <b>CR = 0.882; AVE = 0.599</b>						0.832
J11: personally very involved with work	4.110	0.969	-0.914	0.100	0.800	
J12: my job is an essential part of my life	4.118	0.841	-0.634	-0.324	0.777	
J13: most of my attention is on my work	3.527	1.060	-0.256	-0.554	0.786	
J14: the work as self-respect and self-respect that is important to my life	4.094	0.820	-0.528	-0.447	0.786	
J15: solid bond with work	3.811	0.940	-0.368	-0.485	0.716	
<b>Organizational Commitment (Robbins, 2008)</b> <b>CR = 0.932; AVE = 0.578</b>						0.923
OC1: feel comfortable in this organization	3.574	1.011	-0.417	-0.211	0.747	
OC2: problems that occur in the organization are my problems too	3.409	1.093	0.013	-1.041	0.780	
OC3: desire to spend a lifetime in this organization	2.677	1.271	0.371	-0.990	0.783	
OC4: have a new family in this organization	3.653	1.191	-0.529	-0.816	0.771	
OC5: wants to stay because of salary needs	3.330	1.091	-0.059	-0.724	0.780	
OC6: want to stay because of the benefits	3.464	1.044	0.074	-0.997	0.807	
OC7: find it hard to leave the organization even if you want to	3.220	1.147	0.005	-0.639	0.741	
OC8: It is complicated to get a job if I leave	3.110	1.261	-0.163	-0.898	0.700	
OC9: I want to spend the rest of my career in this organization	2.897	1.314	0.170	-0.939	0.730	
OC10: I believe in this organization	3.433	1.066	-0.142	-0.660	0.757	
<b>Organizational Citizenship Behavior (Organ, 1988)</b> <b>CR = 0.956; AVE = 0.642</b>						0.949
OCB1: I am happy to help coworkers who need help without expecting anything in return	4.307	0.859	-1.098	0.429	0.730	
OCB2: I am willing to take the time to help when my coworkers need my help	4.338	0.726	-0.999	0.934	0.800	
OCB3: I am willing to help coworkers who have difficulty in orientation because they have just joined	4.212	0.803	-0.873	0.377	0.815	
OCB4: I always obey company rules even though no one is watching	4.330	0.787	-0.861	-0.211	0.765	

<b>Construct and Item Description (composite reliability/average variance extracted)</b>	<b>Mean</b>	<b>SD</b>	<b>Skewness</b>	<b>Kurtosis</b>	<b>SFL</b>	<b><math>\alpha</math></b>
OCB5: I do my job to the fullest with honesty and responsibility	4.448	0.783	-1.485	1.856	0.858	
OCB6: I regularly follow the activities held by the company	4.332	0.744	-1.191	1.721	0.792	
OCB7: I always follow the changes that occur in the company	4.401	0.758	-1.267	1.392	0.801	
OCB8: I remind my coworkers not to break company rules	4.196	0.797	-0.848	0.392	0.736	
OCB9: I always maintain good relations with coworkers	4.440	0.741	-1.513	2.523	0.859	
OCB10: I try not to cause trouble with coworkers	4.354	0.750	-1.260	1.776	0.840	
OCB11: I will adapt and implement the policy	4.409	0.759	-1.399	1.972	0.826	
OCB12: I am not exaggerating matters out of proportion	4.401	0.758	-1.377	1.936	0.783	

Notes:  $n = 127$ . SFL, standardized factor loading; CR, composite reliability; AVE, average variance extracted;  $\alpha$ , Cronbach's  $\alpha$

Then, the convergent validity test was carried out, as seen from the AVE value using a minimum limit of 0.5 (Chin & Newsted, 1999). Table II shows that the AVE value has a value already higher than 0.5. Then, Henseler et al. (2015) has developed a test using the HTMT criterion in discriminant validity testing. Table 3 shows that the HTMT criterion value is smaller than 0.85, which indicates that the discriminant validity test in this study is fulfilled.

The structural model is used to test the hypothesis, namely to examine the effect of job involvement on organizational citizenship behavior, both direct and indirect (mediated organizational commitment). After describing the results of the metric measurements, we tested the structural model based on the magnitude and significance of the path coefficient values using a 5000 resampling with bootstrapping procedure. In Figure 3, the results of the assessment model have been presented.

The results of model testing can be seen in Table 4 and Figure 1, which show that job involvement directly influences OCB ( $\beta = 0.56$ ,  $t = 9.79$ ,  $p < 0.05$ ), which means it supports H1. However, this study also examines the mediating role of organizational commitment on the relationship between job involvement and OCB.

**Table 3. Discriminant Validity (HTMT Criterion)**

<b>Constructs</b>	<b>1</b>	<b>2</b>	<b>3</b>
1. Job Involvement	-		
2. Organizational Citizenship Behavior	0.624		
3. Organizational Commitment	0.413	0.251	-

Note:  $n = 127$

Based on the criteria of using smartPLS 3.0 from Hayes (2017) found the mediation result of organizational commitment between job involvement and OCB ( $\gamma = 0.01$ ,  $p > 0.05$ )

was not significant. In our mediation test, we used bias-corrected bootstrapping at 95% CI. However, we found that organizational commitment was not a mediating variable. So, H2 is not supported. Overall, our proposed model can explain the OCB variant by 32.9 percent. Next, we tested the goodness of fit model using Q-square predictive relevance and standardized root mean square residual (SRMR). Q-square predictive relevance is used to measure the structural model, measuring how well the model's observed values and parameter estimates are. Q-square value > 0 indicates the model has predictive relevance (Geisser, 1975; Stone, 1974). In our study, the Q-square value was 0.442. While the SRMR value is 0.089, which means it is smaller than 0.7 (Bagozzi & Yi, 2012).

**Table 4. Result of The Hypothesis Testing**

Relationship	Path Coefficient	T-Statistic	95% CIs (bias-corrected)	Result
JI → OCB	0.56***	9.795	[0.010, 0.653]	Supported
JI → OC	0.41***	6.664	[0.010, 0.504]	Supported
OC → OCB	0.02	0.444	[-0.004, 0.149]	Not supported
JI → OC → OCB	0.01	0.413	[-0.050, 0.069]	Not supported
Q-square	0.442			
SRMR	0.089			

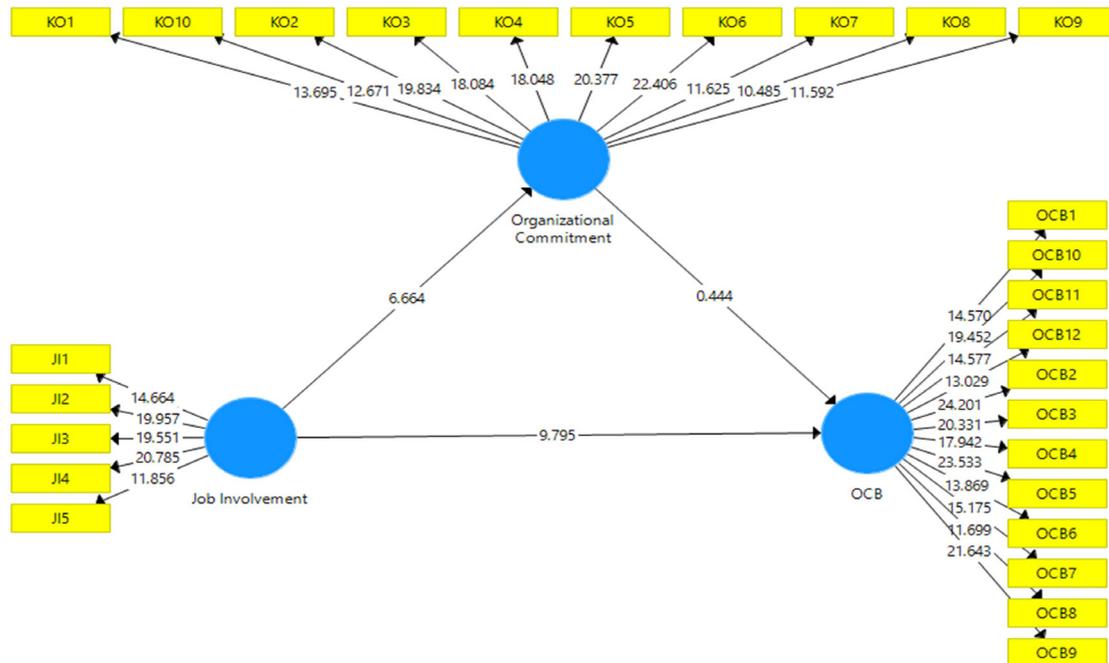
Notes: *n* = 127. JI, Job Involvement; OC, Organizational Commitment; OCB, Organizational Citizenship Behavior; SRMR, Standardized Root Mean Square Residual \**p* < 0.05; \*\**p* < 0.01; \*\*\**p* < 0.001

## Discussion

The research only focuses on the direct effect of job involvement on OCB. However, this study examines the mediating role of organizational commitment in providing a comprehensive understanding of OCB theory. Several previous studies have found that job involvement can increase OCB (Arifin & Puteri, 2019; Chu et al., 2005; Chughtai, 2008; Cohen, 2006; Dimitriadis, 2007; Mustafa & MahaAbdeenAbdeenkeder, 2021; Rotenberry & Moberg, 2007; Ueda, 2011; Zhang, 2014). This study contributes to employee and employee engagement by providing empirical evidence of job involvement on OCB in the online transportation sector in Indonesia. The results of this study are following organizational theory of Podsakoff et al. (2000) that the willingness of the community to contribute to the organization is an absolute requirement. During the COVID-19 pandemic, all companies are required to stick with the rules regarding restrictions on community activities. These policies impact decreasing the income of online transportation drivers because people are limited in their mobility. As a result, companies need to continue to pay special attention to driver-partners to not think about stopping being a driver-partner and always work beyond the company's target. Our research emphasizes a decisive job involvement from driver-partners is needed. As a company engaged in the transportation sector, Grab Indonesia must know how much self-control the driver has because, in this case, the driver is the company's main milestone in increasing the company's effectiveness and efficiency. Furthermore, the level of involvement of a

driver in any activities that help drivers recognize company regulations will provide job knowledge that impacts company profits.

Figure 1. Result of the structural model assessment



Furthermore, several factors can increase OCB (Dierdorff et al., 2021; Nwibere, 2014; Wang et al., 2021). Our research develops the literature on job involvement on OCB with a mediating mechanism with organizational commitment. Contrary to our expectations, the test results show that organizational commitment does not mediate the effect of job involvement on OCB. Perhaps, this happens because organizational commitment does not have a significant effect on OCB. However, the results of this study add new findings regarding mediation theory from previous researchers that have not been found in previous studies because previous studies focused on testing the direct effect of job involvement and organizational commitment to OCB directly (Saxena & Saxena, 2015), researchers still have not found the mediating results of organizational commitment. The results of our study found that organizational commitment did not mediate the effect of job involvement on OCB in 127 online transportation drivers in Malang, Indonesia. Thus, our research provides a new understanding of the effect of job involvement on OCB through an organizational commitment from online transportation drivers in Indonesia.

However, in this study, an organizational commitment was not proven to mediate between job involvement and OCB for Grab driver-partners in Malang City, Indonesia. The results of this study are in line with research from Sumarsi & Rizal (2021) which found that organizational commitment does not affect OCB. Furthermore, the study explains that employees with strong organizational commitment are not able to push

themselves, nor are they able to develop suggestions from leaders to be able to mobilize existing human resources to achieve goals and reduce intentions to leave the company. This study provides empirical evidence that employees who are highly committed do not make them work extra, contrary to opinion (Saxena & Saxena, 2015). The results of this study are also different from research of Shahjehan & Shah (2019) which found research results that organizational commitment can increase organizational citizenship behavior. Differences in the results of this study can occur from the time of the study, this study was carried out during the covid-19 pandemic that allows for differences in results both before and after the pandemic, and there are other possibilities due to differences in the object of research. So the results of this study can still be discussed because commitment does not mediate the effect of job involvement on OCB on Grab driver-partners in Malang City, Indonesia.

## **CONCLUSION**

Based on the research findings show that only job involvement has a positive effect on OCB. Surprisingly, organizational commitment does not directly affect OCB, and organizational commitment does not mediate the effect of job involvement on OCB. This research is helpful for the existing literature on the job involvement of driver-partners of online transportation companies. There are still few researchers who study in this area. Thus, organizational commitment is not essential in improving OCB. Thus, the policy implication that we can present is that companies need to continue to provide proper welfare for drivers because they are not employees but partners, through a fair incentive scheme for drivers and the application of points aimed at mutual benefit between the company and partners. Driver-partners are different from employees in general. They never meet the director of the company where he works. They become partners who have different requirements and policies applied to employees. Driver-partners are given incentives in the form of a percentage of profit-sharing, so the wages they receive depend on how long they work in a day for 24 hours.

This research was conducted on Grab driver-partners in Malang City, one of the many cities in Indonesia, a developing country with the fourth largest population globally, so there is still the possibility of having different results if the research is conducted in another city. Future researchers are expected to expand the research object by comparing several big cities such as Surabaya, Jakarta, and Bandung. In this study, organizational commitment did not mediate the effect of job involvement on OCB. Therefore, further researchers need to try to use other variables that can mediate the influence of these two variables, such as job satisfaction, reward and incentive systems, considering that Grab drivers are partners, not as employees or employees, this has a different perspective because it could be a job as a partner. A driver is a primary job or side job. Therefore, by understanding this perspective, it is hoped that future researchers can understand it from a different point of view.

## REFERENCES

- Arifin, M., & Puteri, H. (2019). Personality, Grit and Organizational Citizenship Behavior at Vocational Higher Education: The Mediating Role of Job Involvement. *Journal of Social Studies Education Research*, 10(2), 168–187.
- Bagozzi, R. P., & Yi, Y. (2012). Specification, Evaluation, and Interpretation of Structural Equation Models. *Journal of the Academy of Marketing Science*, 40(1), 8–34. <https://doi.org/10.1007/s11747-011-0278-x>.
- Bies, R. J. (1989). *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington: New York.
- Chin, W. W., & Newsted, P. R. (1999). Structural Equation Modeling Analysis with Small Samples Using Partial Least Squares. In Hoyle, R. H (Ed). *Statistical Strategies for Small Sample Research* (pp. 307-341). Sage Publications. Thousand Oaks.
- Chu, C.-I., Lee, M.-S., Hsu, H.-M., & Chen, I.-C. (2005). Clarification of the Antecedents of Hospital Nurse Organizational Citizenship Behavior—an Example from a Taiwan Regional Hospital. *The Journal of Nursing Research: JNR*, 13(4), 313–324.
- Chughtai, A. A. (2008). Impact of Job Involvement on In-Role Job Performance and Organizational Citizenship Behaviour. *Journal of Behavioral and Applied Management*, 9(2), 169–183.
- Cohen, A. (2006). The Relationship Between Multiple Commitments and Organizational Citizenship Behavior in Arab and Jewish Culture. *Journal of Vocational Behavior*, 69(1), 105–118. <https://doi.org/10.1016/j.jvb.2005.12.004>.
- Coulter, M. (2010). *Manajemen*. Indeks: Jakarta
- Dierdorff, E. C., Rubin, R. S., & Ellington, J. K. (2021). Interpersonal Skills, Role Cognitions, and OCB: Exploring Mediating Mechanisms and Contextual Constraints on Role Enactment. *Journal of Vocational Behavior*, 129, 103604. <https://doi.org/10.1016/j.jvb.2021.103604>.
- Dimitriades, Z. S. (2007). The Influence of Service Climate and Job Involvement on Customer-Oriented Organizational Citizenship Behavior in Greek Service Organizations: A Survey. *Employee Relations*, 29(5), 469-491. <https://doi.org/10.1108/01425450710776290>.
- Geisser, S. (1975). The Predictive Sample Reuse Method with Applications. *Journal of the American Statistical Association*, 70(350), 320–328. <https://doi.org/2285815>.
- Gupta, M., Shaheen, M., & Reddy, P. K. (2017). Impact of Psychological Capital on Organizational Citizenship Behavior: Mediation by Work Engagement. *Journal of Management Development*, 36(7), 973-983. <http://doi.org/10.1108/JMD-06-2016-0084>.
- Hair, J., Black, W., & Babin, B. (2008). *Anderson. Multivariate Data Analysis 5th Edition*. Prentice Hall International Inc. New Jersey.
- Hair Jr, J. F., Sarstedt, M., Ringle, C. M., & Gudergan, S. P. (2017). *Advanced Issues in Partial Least Squares Structural Equation Modeling*. Sage Publications. New York.

- Hayes, A. F. (2017). *Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach*. Guilford Publications. New York.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A New Criterion for Assessing Discriminant Validity in Variance-based Structural Equation Modeling. *Journal of the Academy of Marketing Science*, 43(1), 115–135. <https://doi.org/10.1007/s11747-014-0403-8>.
- Hussein, N., & Tahir, N. K. M. (2019). Job Satisfaction, Job Involvement and Life Satisfaction among Nurses in Malaysia. *Malaysian Journal of Business and Economics (MJBE), Special Edition(1)*, 61-70.
- Kinicki, R. K.-A., & Kreitner, R. (2014). *Perilaku Organisasi*. Salemba Empat. Jakarta.
- Lambert, E. G., Keena, L. D., Leone, M., May, D., & Haynes, S. H. (2020). The Effects of Distributive and Procedural Justice on Job Satisfaction and Organizational Commitment of Correctional Staff. *The Social Science Journal*, 57(4), 405–416. <https://doi.org/10.1016/j.soscij.2019.02.002>
- Lee, J., & Miller, D. (1999). People Matter: Commitment to Employees, Strategy and Performance in Korean Firms. *Strategic Management Journal*, 20(6), 579–593.
- Mustafa, E. H. G., & MahaAbdeenAbdeenkeder, A. E.-S. E.-A. (2021). Job Crafting, Work Involvement and Organizational Citizenship Behavior among Head Nurses. *Annals of the Romanian Society for Cell Biology*, 25(4), 17045–17060.
- Nursanti, T. D., Samudera, E., & Widiansyah, F. (2015). Pengaruh Job Involvement dan Job Satisfaction terhadap Organizational Citizenship Behaviour Serta Dampaknya pada Knowledge Sharing di PT Indolift Sukses Abadi. *Binus Business Review*, 6(2), 233–240. <https://doi.org/10.21512/bbr.v6i2.972>.
- Nwibere, B. M. (2014). Interactive Relationship Between Job Involvement, Job Satisfaction, Organizational Citizenship Behaviour, and Organizational Commitment in Nigerian Universities. *International Journal of Management and Sustainability*, 3(6), 321–340.
- O'Reilly, C. A., & Chatman, J. (1986). Organizational Commitment and Psychological Attachment: The Effects of Compliance, Identification, and Internalization on Prosocial Behavior. *Journal of Applied Psychology*, 71(3), 492-499. <https://doi.org/10.1037/0021-9010.71.3.492>.
- Organ, D. W., & Konovsky, M. (1989). Cognitive versus Affective Determinants of Organizational Citizenship Behavior. *Journal of Applied Psychology*, 74(1), 157-164. <https://doi.org/10.1037/0021-9010.74.1.157>.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational Citizenship Behaviors: A Critical Review of The Theoretical and Empirical Literature and Suggestions for Future Research. *Journal of Management*, 26(3), 513–563. [https://doi.org/10.1016/S0149-2063\(00\)00047-7](https://doi.org/10.1016/S0149-2063(00)00047-7).
- Qing, M., Asif, M., Hussain, A., & Jameel, A. (2020). Exploring the Impact of Ethical Leadership on Job Satisfaction and Organizational Commitment in Public Sector Organizations: The Mediating Role of Psychological Empowerment. *Review*

of *Managerial Science*, 14(6), 1405–1432. <https://doi.org/10.1007/s11846-019-00340-9>.

- Redondo, R., Sparrow, P., & Hernández-Lechuga, G. (2021). The Effect of Protean Careers on Talent Retention: Examining The Relationship Between Protean Career Orientation, Organizational Commitment, Job Satisfaction and Intention to Quit for Talented Workers. *The International Journal of Human Resource Management*, 32(9), 2046–2069. <https://doi.org/10.1080/09585192.2019.1579247>.
- Robbins, S. P., & Judge, T. A. (2008). *Perilaku Organisasi* (12 Ed). Salemba Empat Jakarta.
- Rotenberry, P. F., & Moberg, P. J. (2007). Assessing the Impact of Job Involvement on Performance. *Management Research News*, 30(3), 203-215. <https://doi.org/10.1108/01409170710733278>.
- Saxena, S., & Saxena, R. (2015). Impact of Job Involvement and Organizational Commitment on Organizational Citizenship Behavior. *International Journal of Management and Business Research*, 5(1), 19–30.
- Shahjehan, A., Afsar, B., & Shah, S. I. (2019). Is Organizational Commitment-Job Satisfaction Relationship Necessary for Organizational Commitment-Citizenship Behavior Relationships? A Meta-Analytical Necessary Condition Analysis. *Economic research-Ekonomska istraživanja*, 32(1), 2657-2679.
- Sumarsi, S., & Rizal, A. (2021). The Effect Of Competence and Quality Of Work Life On Organizational Citizenship Behavior (OCB) With Organizational Commitment Mediation: Study on Jaken and Jakenan Health Center Employees. *International Journal of Social and Management Studies*, 2(6), 69-88.
- Srivastava, S., & Pathak, D. (2020). The Role of Moderators in Linking Job Crafting to Organizational Citizenship Behaviour: A Study on the Indian Hospitality Sector. *Vision*, 24(1), 101–112.
- Stone, M. (1974). Cross-Validatory Choice and Assessment of Statistical Predictions. *Journal of the Royal Statistical Society: Series B (Methodological)*, 36(2), 111–133.
- Ueda, Y. (2011). Organizational Citizenship Behavior in a Japanese Organization: The Effects of Job Involvement, Organizational Commitment, and Collectivism. *Journal of Behavioral Studies in Business*, 4, 1-14.
- Utami, N. M. S., Sapta, I., Verawati, Y., & Astakoni, I. (2021). Relationship between Workplace Spirituality, Organizational Commitment and Organizational Citizenship Behavior. *The Journal of Asian Finance, Economics, and Business*, 8(1), 507–517. <https://doi.org/10.13106/jafeb.2021.vol8.no1.507>.
- Wang, Y.-C., Xu, S. T., & Ma, E. (2021). Serve Perfectly, Being Happier: A Perfectionistic Perspective on Customer-Driven Hotel Employee Citizenship Behavior and Well-Being. *International Journal of Hospitality Management*, 96, 102984. <https://doi.org/10.1016/j.ijhm.2021.102984>.
- Zaraket, W. (2017). Impact of Job Involvement on Organizational Commitment: A Case Study of Lebanese Public Sector. *International Humanities Studies*, 4(3), 28–30.

- Zeinabadi, H. (2010). Job Satisfaction and Organizational Commitment as Antecedents of Organizational Citizenship Behavior (OCB) of Teachers. *Procedia-Social and Behavioral Sciences*, 5, 998–1003. <https://doi.org/10.1016/j.sbspro.2010.07.225>.
- Zhang, S. (2014). Impact of Job Involvement on Organizational Citizenship Behaviors in China. *Journal of Business Ethics*, 120(2), 165-174.