Abstract:
Organizational Citizenship Behavior (OCB) is a behavior which is the initiative of individuals, who are no relation to the formal reward system but was able to increase the effectiveness of the organization. This research was conducted at the Department of cooperatives and SMEs of the province of Bali using 89 employees as research respondents. The technique of determination of the sample used in this study is a research technique in the census. Data was collection by interviews and questionnaires. Data analysis techniques used in this research is the analysis of multiple linear regression that is processed using SPSS software. Based on the results of research that the compensation effect positively and significantly to organizational citizenship behavior. These results have meaning if the compensation received by the employees is increasing then the organizational citizenship behavior will experience an increase. The commitment of the Organization in a positive and significant effect against the organizational citizenship behavior. These results have meaning if the commitment of the Organization owned by employees increased then the organizational citizenship behavior will experience an increase. Compensation and organizational commitment effect simultaneously against the organizational citizenship behavior. These results have meaning if the employee received compensation increases and employee-owned organization commitment was increasing then the organizational citizenship behavior owned employees will experience increased.

Keywords: compensation, organizational commitment, organizational citizenship behavior

1. Introduction:
Cooperatives play a role as a driver in economic growth. Cooperatives are a people's economic movement or a business entity that aims to prosper the community to create a just and prosperous society. Cooperatives need to build more themselves so they can be independent and strong with the principle of the cooperative establishment so that it can become a pillar of the national economy teacher.
City and Regency Governments in Bali. At this time the Department of Cooperatives and Small and Medium Enterprises of the Province of Bali is being vigorous in carrying out the Governor's duties, namely developing small businesses so that many work out and inside the office must be completed for the smooth running of the Bali Provincial Cooperative and Small and Medium Enterprises Program. Extra energy and behavior for each employee to carry out existing and very important jobs for employees can foster a sense of wanting to help each other for the progress of the Bali Provincial Cooperative and Small and Medium Enterprise Office.

In general, the factors that can influence the progress of cooperatives are human resource ownership, extra behavior and effectiveness at work. The role of extra roles is needed to help drive the progress of cooperatives and this extra behavior often referred to as Organizational Citizenship Behavior. Individuals do a job that is not their job without wanting a reward called organizational citizenship behavior. Organizational Citizenship Behavior (OCB) is behavior that is an initiative of individuals, which has nothing to do with the formal reward system but is able to increase the effectiveness of the organization (Andriani, 2012).

The following is a description that shows that Organizational Citizenship Behavior (OCB) can be classified as low based on the results of interviews and observations based on the five indicators of Organizational Citizenship Behavior (OCB) according to Podsakoff et al. (2000), namely: 1. Altruism, can be seen from lack a sense of mutual help among coworkers, for example in the general section and the staffing department is very lacking in empathy from other employees when the number of letters and decrees must be resolved immediately, other employees do not care, even though what is done is in the interests of the employee itself. 2. Conscientiousness, there are still many employees who are late working after breaks, for example, many employees buy lunch outside the office so that they delay returning to work on time and there are also those who choose to relax smoking in the canteen during working hours after the break begins. 3. Sportmanship, Employees complain when faced with an unfavorable situation, for example contract workers, Civil Servants and contract workers both conduct cooperative counseling but listed only the names of Civil Servants and that affects rewards from Civil Servants Civil, while contract workers do not get it. 4. Courtesy, Lack of interaction between fellow employees so as to give advice it is difficult to find problems related to his work, for example many employees who do not tell their work problems to other employees other than that there are Civil Servants who do not accept the presence of contract workers so that contract workers have difficulty get suggestions from problems. 5. Civic Virtue, Employees tend not to be interested in activities programmed by the Provincial Office of Cooperatives and Small and Medium Enterprises, for example employees are less interested in end-of-year programs to travel outside the region, in addition to programs to exercise with family every day weeks on the renon field are often overlooked.

The factors have can influence the behavior of Organizational Citizenship Behavior (OCB) including Compensation and Organizational Commitment. Compensation affects OCB because compensation is a payment for individual performance that can increase awareness and performance. The research was carried out by Danendra and Mujjati (2016), Fitrianasari, et al (2013), Angelina and Subudi (2014), Roymond and Zeplin (2017), Tampi (2013), and Mary et al., (2017), Results of this study states that compensation has a positive and significant influence on OCB. The positive and significant influence of compensation on OCB means that if the salary, benefits, incentives and facilities provided by the company are perceived as fair by employees, OCB will increase.

And research on the influence of Organizational Commitment on Organizational Citizenship Behavior (OCB). Research conducted by Yanti and Supartha (2017), Akhmad (2015), Dyah (2013), Albert (2015), Erwin (2017), and Kiliç (2013) Vipraprastha, Sudja, & Yuesti (2018), Williams, & Anderson (1991), Deckop, Mangel, & Cirka, (1999) who say that commitment influences OCB. Commitments can increase awareness to do work even without payment. If the commitment is owned by members of the organization, then it can be said that commitment can increase OCB. Based on the results of testing the hypothesis of the variable organizational commitment to organizational citizenship behavior shows that organizational commitment has a positive and significant effect on organizational citizenship
behavior. If organizational commitment increases, the organizational citizenship behavior of teachers will increase as well.

Compensation is one of the main needs needed by an employee as a human being to fulfill his life needs. Kurniawan, et al. (2014) define compensation as everything that workers receive as a reward for the work they give to the company. Based on the results of interviews with ten contract employees where the compensation for employees, especially the provision of incentive compensation at the Cooperative Office, still has problems, namely lack of timeliness in providing compensation to employees.

In addition to compensation, employee commitment is also an important aspect of the philosophy of human resource management. Employees who have a high commitment will be serious in their work and have loyalty to the organization. Based on the results of research with six heads of fields at the Bali Provincial Cooperative and SME Office, in this case the commitment of employees to their responsibilities is indicated by a low level of problems such as the low level of dysplasticity in working hours seen from the number of employees chatting outside the topic and his job duties during working hours, playing games on computers and social media during working hours. Employees tend to be lazy in work besides that employees also tend to complete a job if the leader has asked for the results of his work and done in an already urgent situation and the results become less than optimal, while their work is still a lot that has not been resolved which has direct implications for the achievement of agency goals.

Based on the background of the problem, the formulation of the problem for this study is:
1) Does compensation affect organizational citizenship behavior?
2) Does organizational commitment affect organizational citizenship behavior?
3) Does compensation and organizational commitment have a simultaneous effect on organizational citizenship behavior?

2. Literature Review and Hypotheses

Compensation:
Subekhi (2012: 176) compensation is any form of reward given by employees as remuneration for the contributions they give to the organization. Sutrisno (2014: 183) explains that compensation is all remuneration received by an employee from his company as a result of the services or energy he has given to the company.

Organizational Commitment:
Yenen et al., (2014) defines organizational commitment as a sense of belonging to an employee towards an organization so that it has the same goals as the organization and the desire of an employee to maintain membership in the organization. Mohamed et al., (2012) states that organizational commitment refers to the readiness of employees to work hard, accept and realize organizational goals, organizational standards, organizational principles, organizational ethics and organizational values to remain within the organization in all situations and conditions.

Organizational Citizenship Behavior:
Budiardho (2011) OCB is an individual voluntary behavior (in this case employees) that is not directly related to the compensation system but contributes to the effectiveness of the organization. Furthermore, Moorhead and Griffin (2014: 103) argue that Organizational Citizenship Behavior (OCB) is a person / member in an organization that makes a positive contribution in totality to the organization or company.

Research Hypothesis:
Effect of Compensation on Organizational Citizenship Behavior,

based on the results of research conducted by Fitrianasarai et al (2013), Roymond and Zeplin (2017), Tampi (2013), Danendra and Mujianti (2016), Angelina and Subudi (2014), and Mary et al., (2017) stated that compensation is influential positive and significant towards organizational citizenship behavior.

H1: Compensation has a positive and significant effect on organizational citizenship behavior (OCB).

Effect of Organizational Commitment on Organizational Citizenship Behavior

Based on the results of research conducted by Yanti and Supartha (2017), Dyah (2013), Albert (2015), Akhmad (2015), Erwin (2017), and Kiliç (2013) states that organizational commitment has a
positive and significant effect on organizational citizenship behavior

H2: Organizational commitment has a positive and significant effect on organizational citizenship behavior (OCB).

**Effect of Simultaneous Compensation and Organizational Commitment on Organizational Citizenship Behavior**

Based on the results of research conducted by Danendra and Mujianti (2016), Tampi (2013), Angelina and Subudi (2014), Akhmad (2015), Albert (2015) states that compensation and organizational commitment have a simultaneous effect on organizational citizenship behavior.

H3: Compensation and organizational commitment simultaneously have a significant effect on organizational citizenship behavior (OCB).

3. **Research Method:**

The research was conducted at the Bali Provincial Cooperative and Small and Medium Enterprises Office based in Jalan D.I Panjaitan Renon Denpasar. The research subjects used in this study were employees of Civil Servants and Contractors (Non-Civil Servants) at the Office of Cooperatives and Small and Medium Enterprises of Bali Province. The research object examines whether there is a significant effect between compensation and organizational commitment to organizational citizenship behavior at the employees of the Bali Provincial Cooperative and Small and Medium Enterprises. This study uses two independent variables namely compensation (X1) and organizational commitment (X2), and one dependent variable namely organizational citizenship behavior (Y).

The types of data used in this study is quantitative data and qualitative data. The data sources used in this study are primary data and gender data. The populations of this study was all employees at the Department of Cooperatives and Small and Medium Enterprises of Bali Province, amounting to 89 people. Research that makes all members of the population sampled is referred to as population research or census research. The data collection method used in this study is the method of observation, interviews and questionnaires.

This study uses the classical assumption test. The tests used in this study are normality test, multicollinearity test, and heteroscedasticity test.

The analysis technique used in this study is multiple linear regression analysis techniques. Multiple linear regression analysis is used to find out or obtain an overview of the effect of Compensation (X1) and Organizational Commitment (X2) on organizational citizenship behavior (Y). The multiple linear regression model used in this study is shown by the equation as follows.

The effects of the independent variables on the dependent variable was tested with a 95% confidence interval or \(\alpha = 5\%\).

Based on the results of the analysis carried out can be observed regarding the feasibility test of the model (F test) and hypothesis testing (t test).

4. **Result and Discussion:**

1) **Classic assumption test**

a) **Normality test**

| Kolmogorov-Smirnov Z | Unstandardized Residual |
|----------------------|-------------------------|
| N                    | 89                      |
| Asymp.Sig.(2-tailed) | 0,059                   |

Source: data processed 2018

The results of the Kolmogorov-Smirnov test normality test indicate that Asymp. Sig (2-tailed) is 0,059> from the level of significant (0,05), so it can be concluded that the perception variables about compensation, organizational commitment and organizational citizenship behavior (OCB) are normally distributed.

b) **Multicollinearity Test**

| Variable                        | Tolerance | VIF  |
|---------------------------------|-----------|------|
| Compensation (X1)               | 0,466     | 2,148|
| Organizational Commitment (X2)  | 0,466     | 2,148|

Source: data processed 2018

Based on Table 2, it can be seen that the Tolerance value of each variable has a value greater than 0.1 and the VIF value is smaller than 10 so it can be concluded that there is free from multicollinearity relationship between these independent variables.
c) Heteroscedasticity Test:

| Variabel                  | Sig. | Keterangan                  |
|---------------------------|------|-----------------------------|
| Compensation (X₁)         | 0,887| Free of heteroscedacity     |
| Organizational Commitment (X₂) | 0,173| Free of heteroscedacity     |

The results of heteroscedasticity test in Table 3 shows the significance value of each independent variable greater than 0.05, so it can be concluded that the regression model in this study is free from heteroscedasticity.

2) Results of Multiple Linear Regression Analysis

This analysis is used to determine the magnitude of the effect of Compensation (X₁), Organizational Commitment (X₂) on Organizational Citizenship Behavior (OCB) (Y) Employees at the Office of Cooperatives and SMEs in Bali Province. The processed data with the help of SPSS using multiple linear regression analysis models can be seen in Table 5.4 as follows.

| Variabel                  | Unstandardized Coefficients | Standardized Coefficients | T    | Sig. |
|---------------------------|----------------------------|---------------------------|------|------|
|                           | B   | Std. Error | Beta |      |      |
| Constant                  | -1,579 | 0,607        |      | -2,600 | 0,011|
| Compensation              | 0,767 | 0,065        | 0,599 | 11,756 | 0,000|
| Organizational Commitment | 0,704 | 0,086        | 0,416 | 8,164  | 0,000|

Adjusted R Square 0,894
F Statistic 370,74 0
Significance 0,000

Based on table 4 above, it is known the constant value (α) and regression coefficient (β), as follows:

\[ \alpha = -1,579 \]
\[ \beta_1 = 0,767 \]
\[ \beta_2 = 0,704 \]

With a constant value, namely \( \alpha = -1,579 \), the regression coefficient \( \beta_1 = 0,767 \) and regression coefficient value \( \beta_2 = 0,704 \), then multiple regression equations can be made as follows:

\[ Y = \alpha + \beta_1 + \beta_2 + e \ldots \ldots (3) \]
\[ Y = -1,579 + 0,767X_1 + 0,704X_2 \]

From the multiple linear regression equation shows the direction of each dependent variable. The multiple linear regression equation is described as follows:

1) The regression coefficient value of the compensation variable (\( \beta_1 \)) is 0.767 which means that compensation has a positive influence on organizational citizenship behavior (OCB) at the employees of the Bali Provinical Cooperative and Small and Medium Enterprises Office. This shows that if the compensation received increases, then organizational citizenship behavior (OCB) will increase.

2) Regression coefficient value of organizational commitment variable (\( \beta_2 \)) of 0.704 means that organizational commitment has a positive
influence on organizational citizenship behavior (OCB) at employees of the Cooperative and Small and Medium Enterprises Office of Bali Province. This shows that if organizational commitment increases, organizational citizenship behavior (OCB) will increase.

3) Model Feasibility Test (F Test). The suitability test model (F test) aims to determine whether in this study the model used is feasible to use or not as an analytical tool to test the effect of independent variables on the dependent variable. Based on the test results in Table 4 it can be seen that the value of F count is equal to 370,740 with a significance value of 0.000. Then it can be concluded that there is a significant effect between compensation and organizational commitment to organizational citizenship behavior (OCB).

4) Hypothesis Test (t test). The t statistical test aims to show how far the influence of one independent variable individually in explaining the dependent variable. The level of significance used is 0.05 or 5 percent. If the level is significant t smaller than 0.05 then H0 is rejected and H1 is accepted ...

a. Hypothesis Testing 1 (Effects of Compensation on OCB at the Bali Provincia Cooperaive and Small and Medium Enterprises Office). Based on Table 5.13 it can be seen that the significance value of the t test for the compensation variable is 0.000 (less than 0.05) with a beta value of 0.599. Then it can be said that compensation has a positive and significant effect on organizational citizenship behavior (OCB), so the first hypothesis is accepted. This shows, the higher the level of organizational citizenship behavior (OCB) in Cooperative and Business Small and Medium-sized Province of Bali.

b. Hypothesis Testing 2 (Effect of Organizational Commitment to OCB in the Cooperative and Small and Medium Enterprises Office of Bali Province). Based on Table 4 it can be seen that the significance value of the t test for organizational commitment variables is 0,000 (less than 0.05) with a beta value of 0.416. Then it can be said that organizational commitment has a positive and significant effect on organizational citizenship behavior (OCB), so the second hypothesis is accepted. This shows that the higher the organizational commitment, the higher the level of organizational citizenship behavior (OCB) owned by the Department of Cooperatives and Small and Medium Enterprises of Bali Province.

c. Testing of Hypothesis 3 (Effects of Compensation and Organizational Commitment on OCB in the Cooperative and Small and Medium Enterprises of Bali Province). Based on Table 4, it can be seen that the significance value is 0,000 (less than 0.05) with the value of F calculated at 370,740. Then it can be concluded that there is a simultaneous influence between compensation and organizational commitment to organizational citizenship behavior (OCB).

Discussion:

1) Compensation has a positive and significant effect on organizational citizenship behavior (OCB) in the Office of Cooperatives and Small and Medium Enterprises in Bali Province. This shows that the higher the compensation received by employees, the higher the level of organizational citizenship behavior (OCB) owned by employees at the Office of Cooperatives and Small and Medium Enterprises in Bali Province. The results of this study support previous research conducted by Yanti and Supartha (2017), Akhmad (2015), Dyah (2013), Albert (2015), Erwin (2017), and Kiliç (2013) Vipraprastha, Sudja & Yuesti (2018), Williams, & Anderson (1991), Deckop, Mangel, & Cirk (1999).

2) Organizational commitment has a positive and significant effect on organizational citizenship behavior (OCB) in the Office of Cooperatives and Small and Medium Enterprises in Bali Province. This shows that the higher the
organizational commitment, the higher the level of organizational citizenship behavior (OCB) owned by the Department of Cooperatives and Small and Medium Enterprises of Bali Province. The results of this study support previous research conducted by Yanti and Supartha (2017), Akhmad (2015), Dyah (2013), Albert (2015), Erwin (2017), and Kılıç (2013) Vipraprastha, Sudja, & Yuesti (2018), Williams, & Anderson (1991), Deckop, Mangel, & Cirka (1999).

3) Compensation and commitment of influential organizations simultaneously to organizational citizenship behavior (OCB) at the Office of Cooperatives and Small and Medium Enterprises in Bali Province. This shows the higher compensation received and the higher the organizational commitment of the employees, the higher the level of organizational citizenship behavior (OCB) owned by the Cooperative and Small and Medium Enterprises Office of Bali Province. The results of this study support previous research conducted by Yanti and Supartha (2017), Akhmad (2015), Dyah (2013), Albert (2015), Erwin (2017), and Kılıç (2013) Vipraprastha, Sudja, & Yuesti (2018), Williams, & Anderson, (1991), Deckop, Mangel, & Cirka (1999).

5. Conclusions and Recommendations:

Conclusions:

a) Compensation has a positive and significant effect on organizational citizenship behavior (OCB) in the Office of Cooperatives and Small and Medium Enterprises of Bali Province.

b) Organizational commitment has a positive and significant effect on organizational citizenship behavior (OCB) in the Office of Cooperatives and Small and Medium Enterprises in Bali Province.

c) Compensation and commitment of influential organizations simultaneously to organizational citizenship behavior (OCB) at the Office of Cooperatives and Small and Medium Enterprises in Bali Province.

Recommendations:

a) Compensation at the Office of Cooperatives and Small and Medium Enterprises in Bali Province is classified as good, so it needs to be maintained. Nevertheless, there are several aspects that need to be considered in order to further improve organizational citizenship behavior (OCB). Based on the results of the respondents’ perceptions that need to be improved namely goals (holiday allowances, office allowances, and health benefits) that are in accordance with the needs of employees in the Bali Provincial Cooperative and Small and Medium Enterprises Office, thus it is expected to improve organizational citizenship behavior (OCB) employee at the Bali Provincial Cooperative and Small and Medium Enterprise Office.

b) Organizational commitment in the Department of Cooperatives and Small and Medium Enterprises in Bali Province is classified as good, so it needs to be maintained. Nevertheless, there are several aspects that need to be considered in order to further improve organizational citizenship behavior (OCB). Based on the results of the respondents’ perceptions that need to be improved, namely ongoing commitment where leaving the organization is a high risk.

c) Organizational citizenship behavior (OCB) in the Office of Cooperatives and Small and Medium Enterprises in Bali Province is classified as good, so it needs to be maintained. Nevertheless, there are several aspects that need to be improved in order to further enhance the role of employees. Based on the results of the respondents’ perceptions that need to be improved, Civic Virtue, which is an action that gives high attention to the organization, by always accepting every policy set by the organization without complaining.

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