



## The Influence of Work Environment and Job Embeddedness on Organizational Citizenship Behavior in Digital Media Businesses

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### Abstract

This research aims to find out (1) the conditions of the work environment, (2) job embeddedness, (3) organizational citizenship behavior, (4) the influence of work environment on organizational citizenship behavior, (5) the influence of job embeddedness on organizational citizenship behavior; (6) and the collective influence of work environment and job embeddedness on organizational citizenship behavior at PT Ayo Media Network. The research methodology employed is a rigorous descriptive verification approach. Data gathering methods encompass a comprehensive spectrum, including administering surveys, conducting interviews, and meticulous documentation retrieval, all closely aligned with the research objectives. The research population encompasses the entire workforce of PT Ayo Media Network, ensuring a holistic perspective. Employing a saturated sampling technique with a carefully selected sample size of 95 respondents, the research maintains a robust statistical foundation. Furthermore, data analysis leverages the power of multiple linear regression analysis. The research findings unveil the following insights: (1) The work environment at Ayo Media Network garners an overall positive assessment, reflecting its quality; (2) Similarly, the evaluation of job embeddedness at PT Ayo Media Network is favorably rated overall; (3) The overarching perspective on organizational citizenship behavior at PT Ayo Media Network is characterized by a positive outlook; (4) The research substantiates that the work environment significantly shapes organizational citizenship behavior within PT Ayo Media Network; (5) In contrast, job embeddedness emerges as a factor with no discernible impact on organizational citizenship behavior within the organization; (6) Notably, when the combined influence of the work environment and job embeddedness is considered, it becomes evident that they collectively wield a significant effect on organizational citizenship behavior at PT Ayo Media Network. In summary, this research underscores the relatively favorable nature of the work environment, job embeddedness, and organizational citizenship behavior at PT Ayo Media Network, with a key revelation being that it is primarily the work environment that exerts influence on organizational citizenship behavior within the organization.

**Keywords:** *Job Embeddedness; Organizational Citizenship Behavior; Work Environment*

### INTRODUCTION

Advancements in technology year after year have ushered in a plethora of new opportunities, chief among them being the flourishing realm of online and digital media. In stark contrast to traditional media like print publications, digital media is experiencing robust growth. According to the estimations of Price Waterhouse Coopers (PwC), a prominent international global services firm headquartered in London, England, internet-based media is poised to expand by a remarkable 0.5 to 6 percent. The impetus for this growth was further reinforced by the global pandemic that struck in late 2019 and persisted for nearly two years, fortifying the position of digital media. In times of crisis, digital media takes on the role of a public institution of paramount importance. It assumes a pivotal function in disaster scenarios, becoming the primary conduit through which the public accesses and monitors government policy management. For the past two decades, Indonesia's media landscape has been overwhelmingly dominated by television. Nonetheless, various stakeholders and research organizations are now noting the onset of a shift towards digital media, although the ties to traditional on-air broadcasts via satellite connections remain robust. According to Nielsen research cited in a daily social article, online news audiences in Indonesia began a substantial uptick in 2017, with an impressive increase of 35.8% compared to the preceding year. This trend is expected to persist and amplify in tandem with the proliferation of smartphones

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throughout society.

PT Ayo Media Network is a dynamic player in the digital media landscape, situated in the vibrant city of Bandung. Specializing in the digital marketing sector, Ayo Media Network prides itself on offering comprehensive one-stop service solutions. Founded by individuals with a background entrenched in conventional media, Ayo Media Network has undergone a profound realization: the digital era is ushering in a transformative wave within the media industry. This realization served as the catalyst for the establishment of Ayo Media Network, leveraging the opportunities presented by the digital era to pioneer a digital media venture. Their primary objective is to furnish every internet user with an indispensable platform for accessing accurate and timely information. Originating at the close of 2014, Ayo Media Network has evolved into a formidable presence in the Indonesian media landscape, boasting a workforce of over 100 dedicated professionals distributed across the nation, each possessing diverse skills tailored to their respective roles within the organization.

Based on empirical data collected through initial interviews conducted with PT Ayo Media Network employees in early 2022, several noteworthy observations emerged: employees at Ayo Media Network appeared to lack awareness and a sense of responsibility when it came to voluntarily taking on additional tasks. These tasks had the potential to enhance their skill sets and contribute to their professional development; the prevailing work culture within the organization seemed to lean towards individualism, with employees primarily focused on their own tasks and responsibilities. There was limited evidence of a culture that promoted collaboration and mutual support among team members; recognizing the importance of fostering a culture of Organizational Citizenship Behavior (OCB) among employees was a notable finding. Such a culture was believed to have a positive impact on the organization's service sales and client relationships. Employees were expected to become more capable, responsive, alert, and approachable in their interactions with both new and existing clients. Additionally, cultivating a high level of OCB was seen as essential for retaining talent within the organization and encouraging employees to take responsibility for the organization's overall success, striving for optimal and maximum outcomes. These findings shed light on the potential for enhancing the organizational culture and employee behavior at PT Ayo Media Network. By fostering a more collaborative, proactive, and client-focused environment, the organization could work towards achieving its goals and ensuring the satisfaction of both employees and clients.

The issue of Organizational Citizenship Behavior (OCB) at Ayo Media Network is believed to stem from various contributing factors. Firstly, the work environment plays a pivotal role. Employees have not fully capitalized on the sense of security offered by the company's working atmosphere. Moreover, the tools provided by the company have yet to meet the requirements for supporting remote work effectively. In an era where digital companies are expected to have a robust infrastructure that facilitates remote work, this deficiency stands out. Additionally, there seems to be room for improvement in fostering collaboration among employees within different divisions. Secondly, the concept of Job Embeddedness comes into play. Employee engagement with the company appears to be suboptimal. This is evident from the fact that many employees tend to stick to their assigned roles, failing to go above and beyond. Furthermore, a significant number of employees with more than three years of tenure opt to leave the company, choosing to embark on new career paths elsewhere. These factors collectively contribute to the challenge of OCB within the organization and highlight the importance of addressing these issues to promote a more engaged and collaborative workforce at Ayo Media Network.

Drawing from the factual data presented above, it is evident that employees' Organizational Citizenship Behavior (OCB) remains unfulfilled. This phenomenon is believed to be influenced by various factors, particularly the work environment and job embeddedness. Intrigued by these

challenges, the author embarked on this thesis research with the title "**The Influence of Work Environment & Job Embeddedness on Organizational Citizenship Behavior in the Digital Media Business.**"

### LITERATURE REVIEW

The study of [NitiseMITO, \(2002\)](#) defines the work environment as encompassing all the elements and factors surrounding workers, which have the potential to exert an influence on how they perform their designated tasks. On the other hand, according to Sedarmayati, the work environment is a comprehensive concept that includes not only the physical tools and materials present in the immediate surroundings where a person works but also extends to encompass work methods and arrangements, both at an individual level and within a group context.

Job embeddedness is a concept that describes the extent to which employees are deeply connected to their jobs and the organizations they work for, influenced by various factors originating both within the job itself (on the job) and outside of it (off the job) ([Lee et al., 2004](#)). Within this framework, the components of Links, Fit, and Sacrifice in both on-the-job and off-the-job contexts elucidate how the bonds formed within the organization can significantly impact an individual's decision to either remain in or leave their current position. According to [Zhao and Liu \(2010\)](#), the contemporary job embeddedness theory presents a model that predicts employee turnover behavior through three dimensions of job embeddedness: Links, Fit, and Sacrifice. This model primarily focuses on the broader organizational level and demonstrates that, in comparison to factors such as job satisfaction and organizational commitment, job embeddedness exhibits a robust influence on turnover within a company. Furthermore, as observed by ([Lee et al., 2004](#)), the current job embeddedness theory has practical applications within internal organizational discussions. Under similar circumstances, employees with high levels of job embeddedness are more inclined to choose to stay with the company, while those with lower levels of job embeddedness are more likely to consider leaving. This underscores the pivotal role that job embeddedness plays in shaping employee retention decisions within organizations.

Organizational Citizenship Behavior (OCB) refers to a form of behavior exhibited within organizations and represents a relatively recent concept in the realm of performance analysis. This concept elucidates that OCB actions are carried out by individuals of their own volition, without external coercion, and without the expectation of tangible rewards or formal recognition from the organization. Instead, individuals engage in OCB out of their own goodwill and understanding, with the intention of benefiting the organization. The functional approach to behavior ([Snyder, 1993](#)) focuses on the purpose behind behavior. As articulated by [Spitzmuller, Van Dyne, and Ilies \(2013: 121\)](#), OCB encompasses individual behaviors that are not prescribed or regulated by the organization and are not explicitly linked to the formal reward system. Nevertheless, these behaviors play a vital role in enhancing the overall effectiveness and efficiency of the organization's functioning. Essentially, OCB represents a voluntary, pro-organizational behavior that contributes positively to the organization's well-being without the need for explicit incentives or directives. OCB can be seen as a voluntary behavior performed by employees beyond the job description, becoming an obligation, not directly related to formal rewards, but useful in increasing efficiency and organizational effectiveness. Many researchers have identified dimensions that are different from OCB. Basically, all are sourced on five of the same dimensions as those put forward by [Organ \(1995\)](#): altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

The work environment is closely intertwined with Organizational Citizenship Behavior (OCB). A conducive work environment established within an organization tends to foster higher levels of employee job satisfaction. Consequently, employees are not only inclined to fulfill their job responsibilities but are also motivated to go beyond their prescribed roles, engaging in what is

commonly referred to as Organizational Citizenship Behavior (OCB). This correlation aligns with research findings, as indicated by Herzberg (2006), who emphasized the impact of the work environment on OCB. Mardiana, as cited in Sudaryo, Ariwibowo, and Sofiati (2018), further emphasized that a favorable work environment not only enables employees to perform their duties effectively but also engenders a sense of security among them. Moreover, the right work environment can wield a substantial influence over employee behavior, shaping their approach to work with the ultimate goal of enhancing company effectiveness. In addition to the work environment, job embeddedness is also seen as a contributing factor to the elevation of Organizational Citizenship Behavior within a company. Grasiawaty (2021), in a journal entitled "Systematic Review of OCB in Indonesia," states that "what should be a concern is that OCB is not a positive form of counterproductive behavior". One initial research in Indonesia about this construct was conducted by Wijayanto and Kismono (2004), which reveals how this construct arises because of the job embeddedness and is mediated by a sense of responsibility or what we know as OCB from the nurse in a private hospital in Indonesia. The research was then followed by further studies. Multiple studies have established that job embeddedness exerts a positive and significant impact on OCB, as exemplified by Fitriyani, (2013) titled "The Influence of Personality and Job Embeddedness on Organizational Citizenship Behavior (OCB) in PT Hadji Kalla Makassar Employees." It is worth noting that among these factors, the Personality variable emerged as the most dominant driver of OCB. Rahmi & Riyono, (2016) states that studies show an organization that has an employee who has an OCB will have better performance compared to other organizations. As citizens of the organizations, employees will display beneficial behaviors, such as taking on extra tasks, volunteering to help others in the workplace, following the rules of the company although no one is looking, promoting and protecting the organization, maintaining a positive attitude and tolerate about something doesn't fine.

Based on the views and theoretical explanations above, the research framework in this study consists of Work Environment (X1) and Job Embeddedness (X2) as independent variables and Organizational Citizenship Behavior (Y) as the dependent variable. The following is an overview of the conceptual framework in this study.

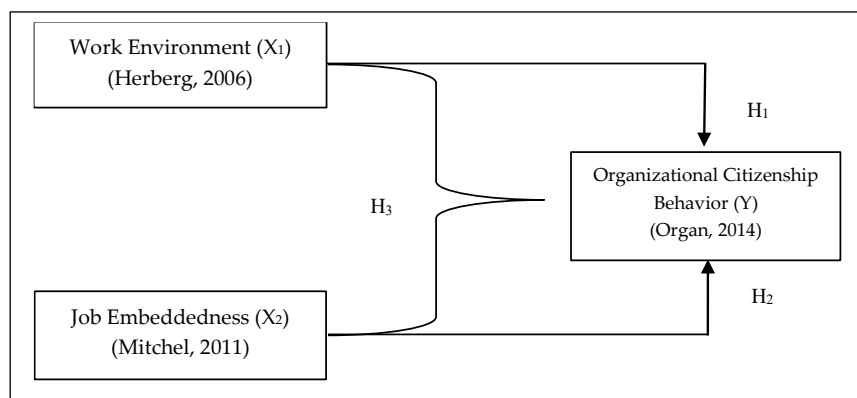


Figure 1. Research Conceptual Framework Chart

**RESEARCH METHOD**

The research method employed in this study is descriptive verification. Data collection techniques encompass the use of questionnaires, interviews, and the retrieval of pertinent documents relevant to the research. The research population comprises all employees of PT Ayo Media Network. A saturated sampling technique was applied, resulting in a sample size of 95 respondents. Data analysis was conducted through multiple linear regression analysis.

## **FINDINGS AND DISCUSSION**

The research data that has been collected comprises scores obtained from respondents' answers to individual questionnaire items. These data points were subsequently subjected to statistical analysis using the SPSS software. The analysis encompassed normality testing, assessment of multicollinearity, evaluation of heteroscedasticity, and multiple linear regression analysis.

### **Descriptive Analysis**

The data analysis conducted in this research utilized the SPSS Version 25.00 software. Initially, each variable was tested individually. To gather the necessary data for this study, the author administered a set of questionnaires to 95 respondents. The questionnaires given to the respondents encompassed three variables, comprising two independent variables and one dependent variable. These three research variables pertain to the work environment, job embeddedness, and organizational citizenship behavior. Each variable consisted of multiple questions, and the content of these questions was tailored to the specific conditions prevailing (Saunders, 2016) at PT Ayo Media Network. The variables were assessed using a Likert scale, wherein each item in the questionnaire presented respondents with a scale ranging from 1 to 4, with 4 indicating the highest level of agreement. Specifically, the measurement for each variable was as follows: a score of 4 signified "Strongly Agree," a score of 3 denoted "Agree," a score of 2 indicated "Disagree," and a score of 1 represented "Strongly Disagree."

The descriptive analysis of the three variables studied at Ayo Media Network yields the following results: Work Environment Variable: The questionnaire results indicate that PT Ayo Media Network employees prefer a supportive work environment, especially in terms of facilities and infrastructure for work. The overall score falls within the range of 281 (72.6%), which falls within the interval of 237.5 to 309, categorizing it as "good." This suggests that respondents' perceptions of the work environment at PT Ayo Media Network are generally positive. Job Embeddedness Variable: The questionnaire outcomes suggest that employees at PT Ayo Media Network value job embeddedness, particularly in the Links dimension. Respondents feel involved in their work within the company, fostering both individual and organizational connections. The overall score amounts to 258 (64%), also within the interval of 237.5 to 309, indicating a "good" rating. This indicates that respondents generally perceive job embeddedness at PT Ayo Media Network in a positive light. Organizational Citizenship Behavior (OCB) Variable: The questionnaire results indicate that employees at PT Ayo Media Network exhibit OCB by refraining from protesting or taking issue with minor dissatisfactions within the company. The scores across the continuum line fall within the range of 237.5 to 309, classifying it as "good." This implies that respondents' attitudes towards organizational citizenship behavior are relatively positive. In summary, the descriptive analysis of these three variables suggests that employees at PT Ayo Media Network generally view their work environment, job embeddedness, and organizational citizenship behavior in a positive light, with ratings falling within the "good" category.

### **Classic Assumption Test**

In the data analysis process, a multiple regression model was utilized with the assistance of SPSS version 25.0 for Windows software (Sarwono, 2017). The results of the analysis are summarized as follows: a. Normality Test: The residual data for the work environment variable is normally distributed, as evidenced by the Kolmogorov-Smirnov test, with an Asymp value of Sig 0.118 ( $> 0.05$ ). Similarly, the residual data for the job embeddedness variable is normally distributed, with an Asymp value of Sig 0.183 ( $> 0.05$ ). For the organizational citizenship behavior variable, the residual data is also normally distributed, with an Asymp value of Sig 0.150 ( $> 0.05$ ).

In essence, the regression model in this research adheres to the assumption of normal distribution. b. Multicollinearity Test: There is no evidence of multicollinearity between the independent variables in the model, as indicated by the Variance Inflation Factor (VIF) values. The tolerance value is greater than 0.10 (0.614), and the VIF value is smaller than 10 (1.628). c. Heteroscedasticity Test: The scatterplot graph reveals that there is no heteroscedasticity problem in the regression model analyzing the influence of the work environment and job embeddedness on organizational citizenship behavior. Hence, the classic heteroscedasticity assumption test is satisfied. In summary, the analysis confirms that the data conforms to the necessary assumptions for multiple regression analysis, encompassing normality, absence of multicollinearity, and compliance with the classic heteroscedasticity assumption.

**Hypothesis Test**

Hypothesis testing through the application of multiple linear regression data analysis techniques (Ghazali, 2013) is employed to ascertain whether there is an influence of the work environment and job embeddedness variables on organizational citizenship behavior, both individually and collectively. The significance of the impact of the independent variables on the dependent variable is assessed partially through the T-test, while the collective influence of the independent variables on the dependent variable is evaluated using the F-test. The outcomes of the T-test, as conducted in SPSS 25.0, are summarized below:

**Table 1.** t Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14.808	3.535		4.189	.000
Work Environment	.719	.093	.701	7.704	.000
Job Embeddedness	.093	.194	.043	.477	.635

a. Dependent Variable: OCB

Based on the output displayed in the previous coefficient table, the regression formula can be translated as follows:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 14,808 + 0,719 (X1) + 0,093 (X2)$$

The interpretations of the regression model are as follows:

1. The constant value, which is 14.808, signifies that when both the work environment (X1) and job embeddedness (X2) variables have a value of 0, the organizational citizenship behavior (Y) maintains a constant value of 14.808. This represents the baseline or intercept of the regression equation.
2. The coefficient for the work environment variable (b1), which is 0.719, implies that for every 1-unit increase in the work environment (X1), there is a corresponding increase of 0.719 units in the organizational citizenship behavior (Y) score. This indicates a positive relationship between the work environment and organizational citizenship behavior, suggesting that an improved work environment tends to result in higher levels of organizational citizenship behavior.
3. The coefficient for the job embeddedness variable (b2), which is 0.093, suggests that a 1-unit increase in job embeddedness (X2) is associated with a relatively small change in the organizational citizenship behavior (Y) score. However, the value of 0.093 indicates that this

relationship is not statistically significant. In other words, there is no strong or meaningful influence of job embeddedness on organizational citizenship behavior based on the data analysis.

The results of the F-test or ANOVA, as generated by the SPSS version 25 program, are presented in the table labeled Table 2 below:

**Table 2.** F Test Results

	<b>Model</b>	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	2819.616	2	1409.808	52.222	.000 <sup>b</sup>
	Residual	2483.690	92	26.997		
	Total	5303.305	94			

a. Dependent Variable: OCB

b. Predictors: (Constant), Job Embeddedness, Work Environment

The F-test or ANOVA was conducted to assess whether there was a collective influence of the independent variables (work environment and job embeddedness) on organizational citizenship behavior.

**Determination Coefficient Analysis**

The Determination Coefficient ( $R^2$ ) is a crucial coefficient used to gauge the extent to which the independent variables contribute to explaining the variance in the dependent variable. It measures the proportion of the variability in the dependent variable that is accounted for by the independent variables in a regression model.

**Table 3.** Determination Coefficient Analysis Results

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.729 <sup>a</sup>	.532	.521	5.196

a. Predictors: (Constant), Job Embeddedness, Work Environment

b. Dependent Variable: OCB

When  $R^2$  is larger or closer to 1, it indicates that the model is more accurate in explaining the variance in the dependent variable. In the case of survey data, which is cross-sectional data collected from multiple respondents simultaneously, an  $R^2$  value of 0.532 or 53.2% is considered quite good. Based on the information provided, the  $R^2$  value of 0.532 suggests that the organizational citizenship behavior variable is influenced collectively by the work environment and job embeddedness variables, accounting for 53.2% of the variance. However, it's essential to note that the remaining 46.8% of the variance is influenced by other unexamined variables, which highlights the complexity of the factors contributing to organizational citizenship behavior beyond the ones considered in the study.

Based on the multiple regression analysis tests conducted above, the hypothesis testing can be elucidated as follows: a. First Hypothesis: There is an influence of Work Environment (X1) on Organizational Citizenship Behavior (Y). The statistical hypothesis being tested is whether Work Environment (X1) directly affects Organizational Citizenship Behavior (Y). The statistical hypotheses are as follows: Ho1:  $\beta_1 = 0$ : The work environment has no impact on organizational citizenship behavior at PT Ayo Media Network. Ha1:  $\beta_1 \neq 0$ : The work environment influences organizational citizenship behavior at PT Ayo Media Network. The analysis reveals that the Sig value for the influence of Work Environment (X1) on Organizational Citizenship Behavior (Y) is 0.000, which is less than 0.05, and the t-count is 7.704. In comparison, the ttable value is 1.986 ( $\alpha =$

0.05;  $df = 92$ ). As the Sig value is less than 0.05, and the tcount is greater than ttable,  $H_01$  is rejected, and  $H_{a1}$  is accepted. Therefore, it can be concluded that the work environment does influence organizational citizenship behavior at PT Ayo Media Network. b. Second Hypothesis: There is an influence of Job Embeddedness (X2) on Organizational Citizenship Behavior (Y). The statistical hypothesis being tested is whether Job Embeddedness (X2) directly affects Organizational Citizenship Behavior (Y). The statistical hypotheses are as follows:  $H_02: \beta_2 = 0$ : Job embeddedness has no impact on organizational citizenship behavior at PT Ayo Media Network.  $H_{a2}: \beta_2 \neq 0$ : Job embeddedness influences organizational citizenship behavior at PT Ayo Media Network. The analysis indicates that the Sig value for the influence of Job Embeddedness (X2) on Organizational Citizenship Behavior (Y) is 0.635, which is greater than 0.05, with a tcount of 0.477. Meanwhile, the table value is 1.986 ( $\alpha = 0.05$ ;  $df = 92$ ). Since the Sig value is greater than 0.05, and tcount is less than t table,  $H_02$  is accepted, and  $H_{a2}$  is rejected. In summary, based on the analysis, it can be concluded that the work environment (X1) has a significant influence on organizational citizenship behavior (Y) at PT Ayo Media Network, while job embeddedness (X2) does not exhibit a significant influence on organizational citizenship behavior at the same organization. Based on the analysis and hypothesis testing, It can be concluded that job embeddedness does not have a significant effect on organizational citizenship behavior at PT Ayo Media Network.

Third Hypothesis: There is an influence of Work Environment (X1) and Job Embeddedness (X2) together on Organizational Citizenship Behavior (Y). The statistical hypothesis being tested is whether Work Environment (X1) and Job Embeddedness (X2) jointly have a direct effect on Organizational Citizenship Behavior (Y). The statistical hypotheses are as follows:  $H_03: r^2 = 0$ : Work environment and job embeddedness have no combined effect on organizational citizenship behavior at PT Ayo Media Network.  $H_{a3}: r^2 \neq 0$ : Work environment and job embeddedness jointly influence organizational citizenship behavior at PT Ayo Media Network. Based on the analysis of the influence of the work environment (X1) and job embeddedness (X2) on Organizational Citizenship Behavior (Y), the ANOVA table indicates a value of 0.000, which is less than 0.05, and the F-table with  $df_1 = 2$  and  $df_2 = 92$  is 3.10. The calculated F-value (52.222) is greater than the F-table value (3.10), signifying that  $H_03$  is rejected and  $H_{a3}$  is accepted. Therefore, it can be concluded that the work environment and job embeddedness jointly influence organizational citizenship behavior at PT Ayo Media Network.

## CONCLUSIONS

Based on the results of the analysis and discussions presented earlier, the following conclusions can be drawn in line with the research objectives: (1) Respondents' perceptions of the Work Environment at PT Ayo Media Network were generally rated as relatively good. However, there are areas, particularly in the non-physical dimensions, that require improvement. (2) Overall, respondents' perceptions of Job Embeddedness at PT Ayo Media Network are considered good. (3) Regarding Organizational Citizenship Behavior, respondents' perceptions at PT Ayo Media Network are generally positive. However, there are areas where improvements are needed, particularly in the dimension of altruism related to helping colleagues. (4) On a partial level, the Work Environment has a significant influence on enhancing Organizational Citizenship Behavior at PT Ayo Media Network. (5) Partially, Job Embeddedness does not exhibit a significant impact on improving Organizational Citizenship Behavior at PT Ayo Media Network.

## LIMITATION & FURTHER RESEARCH

Simultaneously, both the work environment and job embeddedness collectively have a significant influence on enhancing Organizational Citizenship Behavior at PT Ayo Media Network, contributing to 53.2% of the variation, while the remaining 46.8% is influenced by external factors



beyond the scope of this research, such as employee welfare, work motivation, career development, and other variables, which can be recommendation for further research.

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