

Personal Factors and Work Experience as Predictors of Organizational Citizenship Behavior: The Mediating Role of Organizational Commitment

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Abstract

This study examines the influence of personal factors and work experience on OCB, with organizational commitment as a mediating variable among employees of GraPARI Mataram. A quantitative causal-associative approach was applied using a census method involving 76 employees. Data were collected through structured questionnaires and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS. The results show that personal factors and work experience have positive and significant effects on OCB and organizational commitment. Organizational commitment also has a positive effect on OCB and mediates the relationship between personal factors and work experience with OCB. These findings indicate that strengthening personal characteristics, work experience, and organizational commitment can enhance employees' voluntary work behaviors.

Keywords: *Personal Factors; Work Experience; Organizational Commitment; Organizational Citizenship Behavior (OCB).*

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INTRODUCTION

Human resources represent a strategic asset in service organizations, as the achievement of organizational goals is largely influenced by employees' behavior and contributions. In contemporary organizations, work effectiveness is not only determined by the fulfillment of formal job duties but also by employees' voluntary actions that support operational continuity and create a harmonious work environment. These voluntary actions are referred to as Organizational Citizenship Behavior (OCB), which consists of extra-role behaviors that are not formally rewarded yet play a significant role in enhancing organizational effectiveness and productivity (Organ in Fuad et al. 2020).

OCB has become increasingly vital in service-based organizations, including GraPARI Mataram as an official Telkom service unit. The working environment at GraPARI Mataram demands fast service delivery, accuracy in complaint handling, and intensive coordination across divisions. In practice, employees frequently assist colleagues from other divisions during periods of high workload, even though such actions fall outside their formal job descriptions. This condition illustrates the presence of OCB in the workplace. However, the level of OCB demonstrated by employees varies, indicating the influence of internal factors on its development.

Organ, as cited in Fuad et al. (2020), identifies five main dimensions of OCB: civic virtue, sportsmanship, altruism, courtesy, and conscientiousness. Previous studies have shown that OCB contributes to the creation of a positive work climate and

improved teamwork (Sari & Karhab, 2025). In addition, OCB is often driven by employees' internal motivations and psychological conditions rather than solely by formal organizational regulations (Suliati et al. 2022). Therefore, OCB does not occur randomly but is shaped by individual characteristics and organizational conditions.

One important factor that encourages the emergence of OCB is organizational commitment. Emta et al. (2023), referring to Allen and Meyer, explain that organizational commitment consists of affective, normative, and continuance components, reflecting employees' emotional attachment, sense of obligation, and rational considerations to remain within the organization. Employees with strong organizational commitment tend to show a higher willingness to engage in extra-role behaviors, including OCB. Empirical evidence also indicates a strong positive relationship between organizational commitment and OCB (Wijaya et al. 2024). Nevertheless, differences in commitment levels among employees suggest the influence of personal characteristics and work experience.

Personal factors play an important role in explaining variations in employee behavior. Individual characteristics such as personality traits and emotional stability influence how employees respond to job demands and their organizational environment (Robbins & Judge 2019). Moreover, an individual's understanding of roles and responsibilities can foster positive work attitudes that encourage extra-role behavior (Sari, 2016). Observations at GraPARI Mataram show that employees holding similar positions may display different levels of initiative and concern, further emphasizing the role of personal factors in shaping OCB.

In addition to personal factors, work experience also affects employee behavior. Work experience enables employees to better understand organizational dynamics and adapt to work-related pressures (Khairunisa et al. 2024). It also enhances technical competencies, social skills, and empathy toward colleagues (Perkasa & Herawati, 2021). Furthermore, work experience has been shown to strengthen organizational commitment, which in turn positively influences OCB (Rahayu et al. 2025). However, differences in work experience do not always lead to similar levels of OCB, indicating the presence of a mediating mechanism.

Although numerous previous studies have examined factors influencing OCB, most have focused on leadership and job satisfaction as the main determinants (Wulandari et al. 2022; Rasyid et al. 2024). How many studies have focused on individual factors and work experience in relation to OCB, mediated by organizational commitment, is still limited, particularly in telecommunication services. This research gap indicates the need for more comprehensive empirical studies to better understand the mechanism underlying the formation of OCB.

Therefore, this study is important because it not only offers theoretical contributions to the advancement of organizational behavior studies but also offers practical implications for human resource administration. Among GraPARI Mataram personnel, organizational commitment serves as a mediating factor, this study aims to examine the effects of personal factors and work experience on Organizational Citizenship Behavior (OCB).

METHODOLOGY

To investigate causal relationships among the study variables, a quantitative causal-associative research design is applied. The object of the research is the employees of GraPARI Mataram. his study's population includes 76 employees, all of which were used as respondents; therefore, The census (total sampling) method is used as the sampling strategy in this study.

A systematic questionnaire created based on the indicators was used to gather data representing each research variable, Specifically used a five-point Likert scale to

gauge personal variables, work experience, organizational commitment, and Organizational Citizenship Behavior (OCB). Additional supporting data were obtained through interviews and documentation to strengthen the contextual understanding of the study.

With the help of the SmartPLS application, the SEM–PLS approach was used to analyze the data. The analysis involved evaluating the outer model (construct validity and reliability), the inner model (structural relationships among variables), and the mediating effect of organizational commitment. SEM–PLS was chosen because it is capable of analyzing complex relationships among latent variables and is appropriate for studies with relatively small sample sizes.

RESULT AND DISCUSSION

Description of Respondents

Considering the analysis's findings, most respondents were male, totaling 54 people (71%), while female respondents numbered 22 people (29%). In terms of age, respondents were dominated by those aged 31–40 years (43%) and 21–30 years (41%). This indicates that Most of the participants are in a productive age range and therefore have optimal work capacity. With respect to length of service, most respondents had worked for 5–10 years (43%) and 11–20 years (24%), indicating that they possess sufficient work experience in fulfilling their obligations. In terms of educational attainment, most respondents had a bachelor's degree (53 people or 70%), suggesting that the employees' educational level is relatively high.

Outer Model Test

Convergent Validity

Table 1. Outer Loading Values

Variable	Item Indicator	Outer Loading	Conclusion
Personal Factors (X ₁)	X _{1.1}	0.710	Valid
	X _{1.2}	0.866	
	X _{1.3}	0.739	
	X _{1.4}	0.739	
	X _{1.5}	0.798	
	X _{1.6}	0.738	
	X _{1.7}	0.763	
	X _{1.8}	0.854	
	X _{1.9}	0.828	
	X _{1.10}	0.780	
	X _{1.11}	0.822	
	X _{1.12}	0.771	
	X _{1.13}	0.741	
	X _{1.14}	0.712	
	X _{1.15}	0.810	
	X _{2.1}	0.722	Valid

	X _{2.2}	0.781	
	X _{2.3}	0.877	
	X _{2.4}	0.811	
Work Experience (X ₂)	X _{2.5}	0.845	
	X _{2.6}	0.800	
	X _{2.7}	0.729	
	X _{2.8}	0.731	
	X _{2.9}	0.723	
	Y1	0.808	
	Y2	0.802	
	Y3	0.727	
	Y4	0.835	
	Y5	0.799	
	Y6	0.705	
Organizational Citizenship Behavior (Y)	Y.7	0.868	Valid
	Y8	0.844	
	Y9	0.829	
	Y10	0.778	
	Y11	0.880	
	Y12	0.777	
	Y13	0.829	
	Y14	0.789	
	Y15	0.885	
	Z1	0.879	
	Z2	0.771	
	Z3	0.883	
	Z4	0.774	
Organizational Commitment (Z)	Z5	0.820	Valid
	Z6	0.777	
	Z7	0.729	
	Z8	0.772	
	Z9	0.857	

Source: SmartPLS Output Processed by the Author (2026)

Referring to the results presented in Table 1, it can be seen that all outer loading values, which indicate how indicators and latent constructs are related, have met the required criteria. All indicators have outer indicator loading values above the threshold of 0.70, indicating that each indicator is able to adequately reflect the measured construct and has satisfied the requirements of convergent validity.

Discriminant Validity

Table 2. Discriminant Validity Values

	Personal Factors	Organizational Commitment	Organizational Citizenship Behavior	Work Experience
Personal Factors	0.779			
Organizational Commitment	0.511	0.809		
Organizational Citizenship Behavior	0.552	0.805	0.812	
Work Experience	0.353	0.653	0.716	0.782

Source: SmartPLS Output Processed by the Author (2026)

Discriminant validity was assessed using the Fornell–Larcker criterion. As shown in Table 2, the $\sqrt{\text{AVE}}$ values for all constructs are higher than their inter-construct correlations, indicating that all constructs meet the criteria for discriminant validity and are clearly distinct from one another.

Composite Reliability

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability (Rho_A)	Composite Reliability (Rho_c)	Average Variance Extracted (AVE)	Conclusion
Personal Factors	0.954	0.965	0.959	0.608	Reliabel
Work Experience	0.920	0.923	0.934	0.611	Reliabel
Organizational Citizenship Behavior	0.963	0.964	0.967	0.659	Reliabel
Organizational Commitment	0.933	0.938	0.944	0.654	Reliabel

Source: SmartPLS Output Processed by the Author (2026)

The results in the table 3 indicate that all variables meet the required reliability and validity criteria. Convergent validity is confirmed by AVE values above the acceptable threshold, while reliability is supported by high Cronbach's Alpha and Composite Reliability (ρ_A and ρ_C) values for all constructs. These findings demonstrate that all measurement indicators are reliable and valid, allowing the outer model to be used for further structural model analysis.

Inner Model Test

R-Square

Table 4. R-Square

	R-Square	R-Square Adjusted
Organizational Commitment	0.516	0.503
Organizational Citizenship Behavior	0.736	0.725

Source: SmartPLS Output Processed by the Author (2026)

Table 4 shows that Organizational Commitment has a 0.503 corrected adjusted R-square, which indicates that Personal Factors and Work Experience explain 50.3% of its variance. OCB has a 0.725 corrected adjusted R-square, so 72.5% of its variance is explained by Personal Factors, Work Experience, and Organizational Commitment as a mediator. The remaining percentages are impacted by external circumstances. Thus, the model exhibits good explanatory power, especially for OCB.

Effect Size

Table 5. Effect Size (f^2)

	Komitmen Organisasional	Organizational Citizenship Behavior
Faktor Personal	0.185	0.092
Pengalaman Kerja	0.527	0.229
Komitmen Organisasional		0.458

Source: SmartPLS Output Processed by the Author (2026)

As shown in Table 5, the findings of the effect size (f^2) test give a summary of each variable's magnitude impact, which can be described as:

- a. Personal factors have a minor impact on organizational commitment, as indicated by their 0.185 effect.
- b. Personal factors have a 0.092 effect on organizational citizenship behavior (OCB), which is regarded as a small effect.
- c. The correlation between work experience and organizational commitment is 0.527, which indicates that it has a significant impact
- d. Work experience has a moderate impact on organizational citizenship behavior (OCB), with an effect of 0.229.
- e. Organizational commitment has a 0.458 effect on organizational citizenship behavior (OCB), which is regarded as a substantial effect.

Hypothesis Testing

Table 6. Results of Hypothesis Testing (SEM-PLS Bootstrapping)

	Original Sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-statistics (O/STDEV)	P-Values	Conclusion
Personal Factors → Organizational Citizenship Behavior	0.182	0.192	0.081	2.247	0.025	Diterima

Work Experience → Organizational Citizenship Behavior	0.325	0.319	0.088	3.708	0.000	Diterima
Personal Factors → Organizational Commitment	0.320	0.332	0.104	3.077	0.002	Diterima
Work Experience → Organizational Commitment	0.540	0.542	0.079	6.866	0.000	Diterima
Komitmen Organisasional → Organizational Citizenship Behavior	0.500	0.496	0.096	5.208	0.000	Diterima
Personal Factors → Organizational Commitment → Organizational Citizenship Behavior	0.160	0.165	0.062	2.576	0.010	Diterima
Work Experience → Organizational Commitment → Organizational Citizenship Behavior	0.270	0.271	0.071	3.829	0.000	Diterima

Source: SmartPLS Output Processed by the Author (2026)

As shown in Table 6, the SEM-PLS results indicate that all hypotheses are supported, with p-values below 0.05 and t-statistics above 1.96. Personal factors and work experience have positive and significant effects on OCB and organizational commitment, while organizational commitment also shows a strong positive effect on OCB. Moreover, organizational commitment mediates the relationship between personal factors, work experience, and OCB. These findings confirm that personal factors, work experience, and organizational commitment collectively enhance employees' OCB.

Personal Factors on Employees' Organizational Citizenship Behavior (OCB) at GraPARI Mataram

Personal factors are one of the internal aspects that contribute to the emergence of OCB among employees. Each individual brings different personalities, attitudes, and perspectives to their work; therefore, the way they behave within the organization also varies. It was found in this study that personal factors significantly and positively affect Organizational Citizenship Behavior of GraPARI Mataram employees, with an 0.025 p-value (< 0.05), 2.247 t-statistic (> 1.96), and initial sample value of 0.182. Thus, the

better the workers' personal characteristics, the higher a greater propensity to carry out activities outside their formal roles that support the organization.

In terms of indicators, personal factors in this study were measured using the five dimensions referring to the Big Five personality framework, consisting of emotional stability, extraversion, openness to experience, agreeableness, and conscientiousness. The descriptive analysis shows that personal factors are in the belongs to the high category, evidenced by a mean value of 3.98, in which agreeableness has the highest value. The findings imply that employees tend to be friendly, cooperative, respectful toward others, and able to maintain harmonious relationships. Such conditions encourage behaviors such as helping coworkers, avoiding conflict, Concrete examples of OCB in day-to-day job operations include following regulations and freely participating.

These results corroborate the conclusions of earlier studies. Elvinawanty et al. (2024) demonstrated the Big Five characteristics of personality have a favorable and substantial impact on OCB, with personality contributing 42.6% to the variation in OCB. Comparable results were likewise reported in Purwana et al. (2021), who stated that extra-role behaviors are more commonly shown by individuals who are extroverted, cooperative, conscientious, and emotionally stable. The study of Yusnita et al. (2021) on elementary school teachers also confirmed that personality significantly influences OCB. Overall, these findings reinforce the current study's findings, showing that personal factors are one of the key determinants in increasing OCB among employees in service organizations.

Work Experience on Employees' Organizational Citizenship Behavior (OCB) at GraPARI Mataram

Work experience is an internal element that influences how workers behave in companies, including OCB. This experience is developed through length of service, involvement in various tasks, and learning processes experienced by employees during their work. This study finds that work experience significantly and positively affects OCB of GraPARI Mataram employees, with an t-statistic of 3.708 (> 1.96), p-value of 0.000 (< 0.05), initial sample value of 0.325. In other words, the greater the work experience possessed by employees, the likelihood that they will engage in voluntary actions that are advantageous to the organization.

Work experience was assessed in this study using a number of metrics, consisting of duration of service, competence in knowledge and skills, and proficiency in job execution and the use of work equipment. The descriptive results show that work experience belongs to the high category, demonstrated by a 4.06 mean score. The length of service indicator has an average of 4.07, indicating that most employees have worked long enough to understand their tasks well. The level of knowledge and skills has an average of 4.06, showing that employees' experience is accompanied by adequate technical ability. Mastery of jobs and work equipment has the highest average, namely 4.08, indicating that the experience they possess truly helps employees complete their tasks effectively and be ready to assist their coworkers.

Previous research supports these conclusions. Atatsi et al. (2021) found that employees with longer tenure tend to demonstrate higher levels of OCB because they better understand organizational culture and established work relationships. Utami (2020) also proved that work experience has a significant effect on OCB, where experienced employees are more inclined to assist coworkers and make voluntary contributions. These results strengthen the current findings, suggesting that work experience contributes not only to the development of technical abilities but also to fosters concern and behavioral maturity that encourage the emergence of OCB.

Personal Factors on Employees' Organizational Commitment at GraPARI Mataram

Personal factors are related to how individuals perceive their jobs, evaluate their organizations, and respond to various situations in the workplace. Differences in personal characteristics among employees result in different levels of attachment to the organization. This study reveals that personal elements that favorably and considerably impact the organizational commitment of GraPARI Mataram employees. An initial sample A coefficient value of 0.320, a t-statistic of 3.077 that is more than 1.96, and a p-value of 0.002 that is below the 0.05 significance level all corroborate this. This implies that the more positive personal traits individuals exhibit, the more dedicated they are to maintaining their membership in the organization and to contribute within it.

Personal elements fall into the top group when seen from the data characteristics, reflected by an average of value of 3.98. This suggests that workers' emotional stability is often strong, are able to work with others, are open to change, and demonstrate a sense of responsibility toward their work. These attitudes are reflected in their ability to maintain harmonious working relationships, stay calm under pressure, and complete tasks consistently in accordance with the rules. Such positive personal characteristics encourage feelings of feeling comfortable at work and confidence in staying with the organization, and a willingness to make greater contributions.

These results align with those of other studies. Hermawan (2020) showed that personal characteristics are significantly related to organizational commitment, in which employees with positive attitudes and good work motivated individuals generally exhibit an increased sense of loyalty to the company. Damayanti (2025) also discovered a favorable correlation between personal variables and employee commitment, with varying levels of influence across individuals. This similarity supports the current findings that personal factors are important in forming organizational commitment, particularly in service organizations such as GraPARI Mataram.

Work Experience on Employees' Organizational Commitment at GraPARI Mataram

Work experience reflects the learning process employees undergo while carrying out their duties, both through length of service and involvement in various work activities. As employees gain more experience, they increasingly understand work procedures, organizational culture, and the demands of their positions. Hypothesis testing demonstrates that work experience has a favorable and substantial impact on organizational commitment of GraPARI Mataram employees, with a p-value of 0.000 (< 0.05), a t-statistic of 6.866 (> 1.96), and an initial sample value of 0.540. This indicates a strong relationship between the extent of work experience and the strength of employees' emotional attachment to the organization.

Viewed from the data characteristics, work experience is included in the upper category, as demonstrated by a 4.06 average score. The length of service indicator has an average of 4.07, indicating that most employees have worked long enough to be familiar with the organization's systems and work routines. The knowledge and skills indicator has an average of 4.06, showing that employees' experience is accompanied by adequate technical understanding. Mastery of work and work equipment has the highest average, namely 4.08, illustrating that employees are becoming more skilled, confident, and comfortable in performing their duties. These conditions encourage a desire to stay in the group and a feeling of belonging.

These results align with earlier investigations. Afrilyan (2017) showed that work experience is associated with increased employee loyalty and commitment.

Subadrianto et al. (2024) likewise indicated that increasing work experience contributes to the development of stronger organizational commitment. Chasanah et al. (2022), found comparable outcomes in a study of PT Kresna Karya personnel, where work experience increased employees' desire to remain in the organization. Overall, these findings strengthen the outcomes of the current study, indicating that work experience not only shapes technical abilities but also deepens employees' a feeling of duty and emotional connection to the company.

Organizational Commitment on Employees' Organizational Citizenship Behavior (OCB) at GraPARI Mataram

The degree of attachment is demonstrated by organizational commitment that employees experience toward their organization emotionally, rationally, and through a sense of obligation. Based on the hypothesis testing, organizational commitment is proven to significantly and favorably affect the OCB of staff members at GraPARI Mataram. An initial sample value of 0.500, a t-statistic of 5.208 (> 1.96), and a p-value of 0.000 (< 0.05) all support this. The findings imply that stronger organizational commitment among employees is associated with a greater tendency to perform extra-role behaviors that facilitate efficient operations and the ongoing sustainability of the organization.

In terms of its indicators, organizational commitment has an average rating of 4.04, placing it in the top category. Affective commitment obtained the highest average of 4.11, indicating that a large number of employees report feeling comfortable and proud to belong to GraPARI Mataram. Continuance commitment has an average of 3.96, indicating the presence of considerations to continue being part of the organization due to established work relationships and the potential consequences of leaving. Normative commitment has an average of 4.00, reflecting a feeling of moral duty that compels employees to stay loyal to their organization. These three forms of commitment complement one another and encourage behaviors such as helping colleagues, maintaining harmony, adhering to rules, and actively participating even without formal instruction key characteristics of OCB.

These findings are consistent with those of Saraswati & Hakim (2019), who stated that organizational commitment correlates with OCB through employees' sense of responsibility toward the organization. Similar results were also reported by Heryudanto & Suratman (2022), who discovered that because their personal and organizational values overlap, people strong dedication increases the likelihood of exhibit extra-role behaviors. This data supports the current study's findings, showing that enhancing One of the most crucial strategies to improve OCB is organizational commitment. among employees, particularly in service organizations such as GraPARI Mataram.

Organizational Commitment Mediates the Relationship between Personal Factors and OCB among Employees at GraPARI Mataram

The results demonstrate that personal factors influence OCB through Employee commitment to the organization as a mediating factor at GraPARI Mataram. This is evidenced by an a significant effect was shown by the initial sample value of 0.160, the t-statistic of 2.576, and the p-value of 0.010. This means that employee personality dimensions such as emotional stability, openness, conscientiousness, and cooperativeness not only directly encourage the emergence of OCB but also strengthen OCB through increased commitment to the organization. Positive personal characteristics make employees feel compatible with, comfortable in, and attached to their workplace; this sense of attachment then encourages them to be more willing to help coworkers, maintain harmony, and contribute beyond formal job demands.

These findings are consistent with the study of Maskanah & Budiati (2024), which showed that personality influences OCB through organizational commitment, where attachment to the organization acts as a bridge between personal characteristics and extra-role behavior. Wulandari & Mila (2023) discovered that organizational commitment acts as a mediating variable in the transmission of the impact of personal elements on OCB. These results reinforce the conclusion that positive personality traits will have a stronger impact on OCB when employees feel attached, valued, and willing to remain part of the organization.

Organizational Commitment Mediates the Relationship between Work Experience and OCB among Employees at GraPARI Mataram

It was discovered that employees' organizational commitment acts as a mediator in the association between employment experience and OCB at GraPARI Mataram. This indirect effect is proven to be significant, with a p-value of 0.000, a t-statistic of 3.829, and an initial sample value of 0.270. According to this research, work experience not only directly promotes OCB, but first fosters employees' attachment to the organization. Employees who are familiar with work procedures, understand job demands, and master their tasks and work equipment generally feel more at ease and more confident in fulfilling their organizational roles. This sense of comfort and attachment then encourages voluntary behaviors encompassing support for coworkers, efforts to maintain workplace harmony, and active involvement beyond formal requirements. Organizational commitment serves as a partial mediator in this study because job experience's direct impact on OCB is still substantial.

These findings are consistent with Utami (2020), who revealed that increases in work experience are linked to increases in job commitment and OCB, where experienced employees end to feel more closely bonded to the organization and more willing to make additional contributions. Similar results were also reported by other studies, which indicated that as employees' work experience increases, their sense of belonging becomes stronger and responsibility employees feel toward the organization, which is then reflected in extra-role behavior. This evidence strengthens the outcomes of the current study, which imply that the development of employees work experience when accompanied by strengthened increases in organizational commitment will lead to a greater rise in OCB.

CONCLUSION

The study shows that GraPARI Mataram employees' OCB is positively and significantly affected by personal factors and work experience, both directly and indirectly by means of organizational dedication. In addition, personal factors and work experience are demonstrated to favorably influence the growth of organizational commitment, which in turn enhances OCB. Therefore, it can be concluded that positive personal characteristics, adequate work experience, and strong organizational commitment collectively play an important role in encouraging employees' voluntary and extra-role behaviors.

For GraPARI Mataram, it is recommended to improve employees' personal factors by strengthening communication, teamwork, and soft-skill training, as well as enriching work experience through regular training programs. Organizational commitment needs to be fostered through a fair work climate, opportunities for career development, and recognition of performance, so that employees' OCB can be further enhanced. It is advised that research objects be expanded in subsequent investigations and geographical locations of the study and by adding other relevant

variables, for example leadership, job satisfaction, or organizational culture. The use of qualitative or longitudinal methods may should likewise be included to enhance insight into the dynamics of Organizational Citizenship Behavior.

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