

**THE EFFECT OF JOB STRESS AND FINANCIAL COMPENSATION TOWARD
OCB AND EMPLOYEE PERFORMANCE**
(Case Study in PT. MENTARI SEJATI PERKASA Private Companies in Surabaya)

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ABSTRACT

The study analyzes the after effect of job stress and financial compensation both OCB and OCB to performance. This research uses explanatory type with a quantitative approach. Data collection techniques in this study were carried out by means of a literature study. Data analysis technique used is the Structural Equation Model (SEM) with the Smart Partial Least Square (PLS) tool. Results of this study shows that: (1) Job stress does not has a significant effect on OCB; (2) Financial compensation has a significant effect on OCB; (3) OCB has a significant effect on employee performance.

Keywords: Job Stress, Financial Compensation, OCB, Performance

INTRODUCTION

Performance is an embodiment of work done by employees which is habitually spent as a basis for evaluating employees or companies (Hasibuan, 2010: 85). Another opinion states that employee performance is the result of work achieved by someone based on job requirements (Bangun, 2012). Thus, performance can be a benchmark in the company to assess its employees in terms of carrying out their duties and responsibilities properly and correctly.

The ultimate point that requires to get important attention is the HR Management of the company. One indicator of an effective and efficient company success is the availability of high quality and professional human resources (HR) in accordance with their functions and duties. Employee performance is said to be good and professional because there are factors that affect them, one of which is Organizational Citizenship Behavior (OCB).

As said by Robbins and Judge (2011: 18), successful organizations are organizations that need employees who are able to act beyond their general work

duties, or provide performance that exceeds estimates and the fact shows that organizations that have employees who have Organizational Citizenship Behavior (OCB) that well, will have better performance than other organizations. organizations that have employees who have a good Organizational Citizenship Behavior (OCB), will have better performance than other organizations. The results of a study conducted by Suzana (2017) found that organizational citizenship behavior has a positive effect on employee performance.

Standards of the company demands regarding the results or output produced are intended to develop the company itself but it also have an effect on employees and the emergence of several things that cannot be avoided, one of which is job stress that is felt by many company employees. Stress is an internal condition that occurs with marked physical, environmental, and social situations that have the potential for adverse conditions. According to Robbins (2007) in Prasasti and Yuniawan (2017) states that job stress is a dynamic condition where a person is confronted

with opportunities, obstacles, or demands related to what he wants and for that his success is apparently uncertain. Prasasti and Yuniawan, (2017) who examined employees in the Spinning Department of PT. Daya Manunggal Salatiga found that Job stress has a negative and significant effect on Organizational Citizenship Behavior. The higher of stress level an employee, the lower level of concern for things outside of his professional obligations.

In addition to job stress, financial compensation can also have an impact on one's Organizational Citizenship Behavior. An employee who has OCB will do the work or help fellow colleagues voluntarily and without the expected benefits. In addition the company must also provide compensation in the form of compensation in the form of salaries and other benefits in accordance with each employee's position. Angelina and Subudi (2014) found that financial compensation has a significant and positive effect on OCB.

Problems associated with organizational citizenship behavior (OCB) are that there are still employees during work hours chatting outside of conversations at work, playing mobile phones, smoking during working hours, and opening social networks, the role of organizational citizenship behavior (OCB) is still influential low on employees. Based on the above description, the writers feels it is focal to be able to learn and know more deeply about "The After Effect of Job stress and Financial Compensation on OCB and Performance".

The objectives to be achieved from the problem statement are: (1) to analyze the effect of Job Stress Against OCB; (2) to analyze the effect of Financial Compensation on OCB; (1) to analyze the influence of OCB on performance.

Companies lurk competitive positions that are substantially deferent from rival positions and more sustainable. (Daengs GS, 2019:597).

LITERATURE REVIEW

Job stress

Handoko (2011: 200) elucidates job stress is a condition of tension that affects one's emotions, thought processes and conditions. Too much stress can threaten a person's ability to deal with the environment. Stress is the inability to overcome the threats faced by human mental, physical, emotional and spiritual which can one day affect the physical health of humans. Stress is our perception of a situation or condition in our own environment. Another understanding states that stress is a condition of tension that affects emotions, thought processes, and a person's condition. If an individual having too much stress, it will interfere with one's ability to deal with the environment and work (Handoko in Hariyono, et al, 2009: 193).

Gibson Ivancevich (in Hermita, 2011: 17) implies "Stress as an active response, mediated by individual debates and / or psychological processes, which is a consequence of any activity (environment), situation, or external events that burden the psychological or physical demands that are overdoing someone".

As stated by Greenberg (in Setiyana, 2013: 384) job stress is a construct that is very difficult to define, stress in work happens to someone, where someone runs from a problem, since some workers bring the level of work to the tendency of stress, job stress as a combination of sources stress at work, individual characteristics, and stressors outside the organization. Job stress is a condition of tension that creates physical and psychological imbalances, which affect emotions, thought processes, and the condition of an employee.

Based on the above definition it can be settled that job stress is a condition of tension that causes creating an imbalance of physical and psychological conditions in employees sourced from Individuals or Organizations so that it affects the physical, psychological, behavior of

employees.

Financial Compensation

Compensation includes direct cash payments, indirect rewards in the form of benefits and services, and incentives to motivate employees so that a higher level of productivity is a crucial component in work relationships. In terms of workers, compensation is seen as a right and is the main source of income, therefore the amount must be able to meet the needs for themselves and their families, as well as a guaranteed guarantee of acceptance. According to Subekhi and Jauhari, (2012: 176) compensation is any form of appreciation given by employees as a reward for their contributions to the organization.

Meanwhile (Sutrisno, 2014: 183) compensation is all remuneration received by an employee from his company as a result of services or personnel that have been given to the company. Compensation is also defined as compensation for work carried out and as a motivator for the implementation of activities in the future according to (Handoko, 2011: 39). Mangkunegara and Anwar, (2013: 83) explained that compensation is something that is considered as something comparable. In staffing, monetary gifts are compensation given to employees as an appreciation of their service. Compensation is one of the important functions in natural resource management, because compensation is the most sensitive aspects of work circle (Sutrisno, 2014: 181).

Organizational Citizenship Behavior (OCB)

According to Robbins and Stephen, (2016: 26) suggested that OCB is a behavioral choice that is not part of an employee's formal work obligations, but supports the effective functioning of the organization. In other words, OCB is an employee's behavior not because of the demands of his task but rather based on volunteerism. Robbins and Stephen, (2016: 25) added that Organizational Citizenship Behavior (OCB) is a

behavior policy that is owned by employees to contribute in the physical and social aspects of the workplace. Whereas Budihardjo (2011) OCB is an individual voluntary behavior (in this case employees) that is not directly related to the lumbering system but contributes to the effectiveness of the organization. In other words, OCB is an employee's behavior not because of the demands of his task but rather based on volunteerism. Furthermore, Moorhead & Griffin, (2014: 103) argues that Organizational Citizenship Behavior (OCB) is a person / member in an organization that contributes positively to the totality of the organization or company.

Organizational Citizenship Behavior (OCB) is voluntary behavior in the workplace that is carried out freely by employees who are outside of one's job requirements and organizational requirements so that there is no organizational reward system that if implemented by employees will improve the organization functioning. Organizational Citizenship Behavior is voluntary behavior of members of the organization not the behavior that is implied or forced by the organization. Obligations of employees in the workplace is to carry out the work specified in the job description and Organizational Citizenship Behavior is not in the job description of the employee but he performs the behavior because he feels called as a member of the organization (Wirawan, 2013).

Performance

Performance comes from Job Performance or Actual Performance (work achievements or actual achievements achieved by someone) (Mangkunegara & Anwar, 2013: 67). So definition of performance as said by Sedarmayanti, (2013: 39) is the work that can be achieved by a person or group of people in a company, in accordance with their respective authorities and responsibilities in an effort to achieve the objectives of the relevant company

legally, not violating the law and according to morals and ethics. Performance is an output which is produced by the functions or indicators of a job or something that is profession in a certain time (Wirawan, 2013: 66). Performance is basically what employees do or don't do. The performance of works that are common to most jobs includes elements of quantity, quality of results, timeliness of results, attendance, ability to work together (Mathis and Jackson, 2012: 75)

Performance is a work achievement or work results achieved by human resource both in quality and quantity of time period unity in carrying out their work duties in accordance with the responsibilities given to them (Mangkunegara, 2010: 9). Performance

also means the results achieved by someone both quality and quantity according to the responsibilities given to him. In addition, a person's performance is influenced by the level of education, initiative, work experience and spiritual leadership of employees. The results of one's work will provide feedback for the person himself to always actively do his work well and are expected to produce good quality work.

This data is presented in two groups of data, namely the results of the job stress and financial compensation, OCB and performance (variable Y), in general the description of the data from the results of the performance questionnaire can be presented in the following table. (Rahmat, Abdul, 2019:1865).

Hypothesis

H1: Job stress has a significant effect on OCB

H2: Financial compensation has a significant effect on OCB

H3: OCB has a significant effect on employee performance

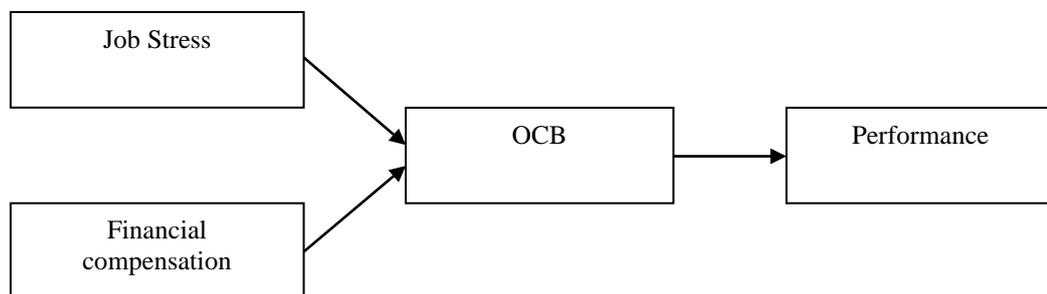


Figure 1. Conceptual framework

METHODS

Types of research

This research design using quantitative data analysis and using questionnaire data collection methods. This study is included in the type of causal research because one variable with other variables interrelated i.e. the independent variable and the dependent variable. According to Sugiyono, (2016: 37) causal relationship if there are dependent variables (influencing variables) and dependent variables (influenced variables). This study uses a quantitative approach. According to

Sugiyono, (2016: 11) quantitative method is a research that uses research data in the form of numbers and analysis using statistics.

Population and Sample

Population is a generalization area consisting of objects / subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions Sugiyono, (2016: 119). The population that will be used and examined in this study are all employees of PT. Mentari Sejati Perkasa as many as 4134 people.

The sample is part of the number and characteristics possessed by the population of Sugiyono, (2016: 120). Determination of taking the number of respondents (samples) is done through a purposive sampling technique, which is a sampling technique with certain considerations (Sugiyono, 2016: 136). To calculate the number of samples to be used, the Slovin formula according to Sekaran (2006: 123) will be used, namely:

$$n = \frac{N}{1 + Ne^2}$$

n = Information:
 N = Total Population
 n = Number of Samples
 e = Percent allowance of 10% inaccuracy

$$n = \frac{4134}{1 + (4134 (0,1^2))}$$

$$n = 97.6 \sim 98 \text{ people}$$

So the sample used in this study are 98 employees of PT. Mentari Sejati Perkasa.

Definition of Variable Operations

An operational definition is a definition given to a variable or construct by means of giving meaning or specifying an activity, or providing an operation needed to measure the construct or variable (Nazir, 2014) The following will describe the operational definition of each research variable as follows:

1. Job stress (X1)

Stress on the job is a condition of tension that affects emotions, thought processes and one's condition. Job stress in this study is measured through several indicators that refer to Hasibuan, (2014), namely:

- 1) Workload
- 2) The attitude of the leader
- 3) Working time
- 4) Conflict
- 5) Communication
- 6) Work authority

2. Financial Compensation (X2)

Compensation is a remuneration for work carried out and as a motivator for the implementation of activities in the future. Financial compensation in this study is measured through several indicators that refer to Simamora's theory, (2015), namely:

- 1) Wages and salaries
- 2) Incentives
- 3) Allowances
3. OCB (Z)

OCB is a choice behavior that does not form part of an employee's formal work obligations, but supports the effective functioning of the organization. OCB in this study was measured through several indicators that refer to Organ theory, (1988) in the research journal Indarti, et al., (2017), namely:

- 1) Altruism
- 2) Goodness of the community
- 3) Conscience
- 4) Manners
- 5) Sportsmanship

4. Employee Performance (Y)

Performance is something that is produced by functions or indicators of a job or something that is profession in a certain time. Employee performance in this study was measured through several indicators that refer to the theories of Mathis and Jackson, (2012), including:

- 1) Work quantity
- 2) Quality of work
- 3) Utilization of time
- 4) Cooperation

Data collection technique

Data collection techniques in this study were carried out by means of literature study, namely taking data collected from the literature or readings in the form of secondary data related to the problem to be discussed. The data collected is tabulated for further processing and analysis.

Data analysis technique

The analysis technique chosen to analyze data and test the hypotheses in

this study is The Structural Equation Model (SEM). To answer the hypothesis used Partial Least Square (PLS). According to Ghozali, (2012) calculations are carried out using the Smart Partial Least Square (PLS) tool, because it is multi-lane and the model used is Reflective. The calculation model is done by using the Smart PLS tool because in this study it has a multi-lane relationship and is formative and reflective.

RESULTS AND DISCUSSION

Inner Model Evaluation

The inner model which is sometimes also called (inner relation, structural model and substantive theory) specifies the influence between the research

variables (structural model).

Inner Model Test or Structural Model Test

The results of the analysis of the level of conformity of the structural model that were built show the conclusion that the overall model has been "Relevant" to explain the variables studied and their effects on each variable. For endogenous latent variable in the structural model which has an R² of 0.67 indicating that the model is "good", R² of 0.33 indicates that the model is "moderate", R² of 0.19 indicates that the model is "weak" Ghozali, (2012) . The PLS output as described below:

Tabel 1. Nilai R-Square

	<i>R-Square</i>
Job Stress (X ₁)	
Financial Compensation (X ₂)	
OCB (Z)	0.161
Employee performance (Y)	0.148

The results in the table above show that the Job stress and Financial Compensation variables that affect OCB in the structural model have an R² of 0.161 which indicates that the model is

"Weak". Then, the OCB variable that affects Employee Performance has an R² of 0.148 which means the "Weak" model. The suitability of the structural model can be seen from Q², as follows:

$$\begin{aligned}
 Q^2 &= 1 - [(1 - R_1) * (1 - R_2)] \\
 &= 1 - [(1 - 0.161) * (1 - 0.148)] \\
 &= 1 - [(0.839) * (0.852)] \\
 &= 1 - [0.715] \\
 &= 0.285
 \end{aligned}$$

Q² value count get the value of 0.285 where this value is included in the

moderate category because it is in the interval > 0.15.

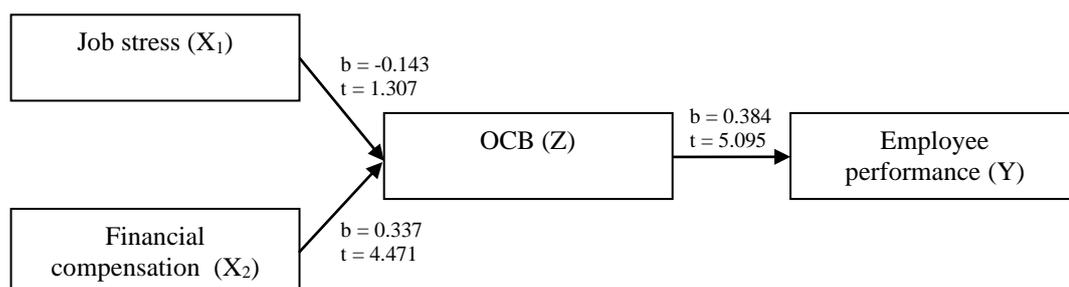


Figure 2. Model Analysis

Exogenous variables in the inner model under study, namely Job stress and Financial Compensation, then the endogenous variable in the inner model under study is Employee Performance while the intervening variable in the inner model under study is OCB. Results of the inner weight values in Figure 1 above show that the OCB variable is influenced by Job stress and Financial Compensation, then the Employee Performance variable is influenced by OCB shown in the following equation:

$$Z = -0.143 X1 + 0.337 X2$$

$$Y = 0.384 Z$$

Hypothesis Testing Results

Hypothesis 1 Test (H1)

First hypothesis in the study is not proven the truth, it is known from the t value of 1,307 which means it is smaller than 1.96, this means that Job Stress has no significant effect on OCB. The relationship course between the two variables is negative, which means that the higher the job stress, the lower the OCB will be, but not significantly by having a large influence of -0.143.

Hypothesis 2 (H2)

Second hypothesis in the research proven the truth, this is known from the t value of 4.471 which means greater than 1.96, this means that Financial Compensation has a significant effect on OCB. The relationship course between the two variables is positive which means there is a direct relationship so that it can be interpreted that the higher the financial compensation, the more it can increase OCB by having a large influence of 0.337.

Hypothesis 3 (H3)

Third hypothesis of the research is proven the truth, this is known from the t value of 5095 which means greater than 1.96, this means that OCB has a

significant effect on Employee Performance. The relationship course between the two variables is positive which means there is a direct relationship so that it can be interpreted that the higher OCB will also increasingly have an impact on improving Employee Performance by having a large influence of 0.384.

DISCUSSION

Effect of Job Stress on OCB

Data analysis result showed that Job Stress has not a significant effect on OCB at PT. Mentari Sejati Perkasa which is evident from the t value of 1,307 which means it is smaller than 1.96, so it can be explained that the increase in OCB in PT. Mentari Sejati Perkasa may not be able to be increased through the presence of low job stress. The effect of job stress on OCB is negative, which indicates that job stress going higher will reduce OCB at PT. Mentari Sejati Perkasa but insignificantly. Thus the first hypothesis in this study which reads "Job stress has a significant effect on OCB", can be declared unacceptable.

The findings support that Job Stress has no significant effect on OCB by having a negative influence direction at PT. Mentari Sejati Perkasa. This shows that job stress has a role in influencing OCB in PT. Mentari Sejati Perkasa although not significant. So if PT. Mentari Sejati Perkasa wants to increase the voluntary behavior of each employee so it is very necessary for PT. Mentari Sejati Perkasa to pay attention to the job stress level that felt by employees. The results are inconsistent with the results of research conducted by Prasasti and Yuniawan (2017) which proves that Job stress has a positive and significant effect on Organizational Citizenship Behavior.

Financial Compensation effect on OCB

Data analysis result carried out show that Financial Compensation has a significant influence on OCB at PT. Mentari Sejati Perkasa which is evident from the t value of 4,471 which means it is greater than 1.96, so it can be explained that OCB at PT. Mentari Sejati Perkasa can be formed through supporting financial compensation. The effect of Financial Compensation on OCB is positive which shows that the higher the financial compensation budgeted by the company will be able to rise the OCB for each employee at PT. Mentari Sejati Perkasa. Thus the second hypothesis in this study which reads "Financial compensation has a significant effect on OCB, can be declared acceptable.

Findings of the study prove that Financial Compensation has a significant and positive effect on OCB. This can be interpreted that financial compensation has an important role in increasing OCB in PT. Mentari Sejati Perkasa . In other words, OCB at PT. Mentari Sejati Perkasa can be increased through adequate and supportive financial compensation. Therefore, if PT. Mentari Sejati Perkasa wants to increase voluntary behavior by employees, it is necessary for the company to pay attention to the level of financial compensation given to employees. This result is in line with the findings of research conducted by Angelina and Subudi (2013) which proves in his research that there is an influence between financial compensation and OCB.

OCB effect on Employee Performance

The results of data analysis conducted showed that OCB has a significant influence on Employee Performance at PT. Mentari Sejati Perkasa which is evident from the t value of 5,095 which means it is greater than 1.96, so it can be explained that high employee performance can be improved through OCB at PT. Mentari Sejati Perkasa. Effect of OCB on employee performance is positive. Thus the third

hypothesis in this study which reads "OCB has a significant effect on Employee Performance", can be declared acceptable.

The findings in this study prove that OCB has a significant and positive effect on employee performance at PT. Mentari Sejati Perkasa . This positive influence can be interpreted that a high OCB has a role in improving employee performance at PT. Mentari Sejati Perkasa . Therefore, if PT. Mentari Sejati Perkasa wants to improve employee performance, it is very important for companies to pay attention to the level of OCB that is owned by each employee. The results in this study support the findings of research conducted by Suzana, (2017) which proves that organizational citizenship behavior has a positive effect on employee performance.

CONCLUSION

1. Job Stress does not have a significant influence on OCB at PT. Mentari Sejati Perkasa . Thus the first hypothesis in this study can be declared not accepted.
2. Financial Compensation has a significant influence on OCB in PT. Mentari Sejati Perkasa . Thus the second hypothesis in this study can be stated accepted.
3. OCB has a significant influence on Employee Performance at PT. Mentari Sejati Perkasa . Thus the third hypothesis in this study can be stated accepted.

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