



## The role of work satisfaction in mediate of employee status and organization citizenship behavior

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### Abstract

Organizational citizenship behavior (OCB) is the extra behavior of employees that exceeds their formal duties and contributes to the effectiveness of the organization. One determinant of OCB is job satisfaction. The purpose of this study was to analyze OCB and employee job satisfaction in terms of employment status and examine the role of job satisfaction in mediating the influence of OCB on staffing status. This research was conducted at the BRI Bank Gajah Mada Branch Denpasar, Bali. The research respondents were permanent employees and contracts with a sample of 122 people. The sample determination technique used the proportionate random sampling method and the data analysis technique used path analysis. The results showed that OCB contract employees were higher than permanent employees. Similarly, job satisfaction shows that contract employee job satisfaction is higher than permanent employees. Staffing status has a positive and significant effect on OCB. Job satisfaction also has a positive and significant effect on OCB. Job satisfaction mediates significantly the effect of employment status on OCB

**Keywords:** employment status, organization citizenship behavior, job satisfaction

### 1. Introduction

Organizational citizenship behavior (OCB) is the extra behavior of employees that exceeds their formal duties and contributes to the effectiveness of the organization. The management concept that emphasizes OCB as a central figure can shape good citizens in the organization. With the existence of OCB it is easier for companies to expect active and deep participation from workers (Mukundu, 2013) <sup>[11]</sup>. OCB which is an extra-role behavior is usually not related to the reward received (Arif and Ratna, 2015) <sup>[1]</sup>. This means that when the worker behaves extra-role, there is no additional incentive they receive. In other words OCB is worker behavior that exceeds its formal duties and contributes to the effectiveness of the organization. Such behavior is shown by helping colleagues complete their tasks (altruism), preventing problems arising from work relationships (courtesy), accepting conditions even if they are not in accordance with expectations or ideal conditions (sportsmanship), responsible for the company's survival (civic virtue), and dedicated to work and passion beyond the formal needs of the company, such as working overtime, volunteering to do work outside of their duties, obeying company rules and never wasting conscientiousness (Farh *et al.*, 2000) <sup>[4]</sup>.

BRI as one of the government banks in Indonesia, which has a large number of permanent employees and contracts, is important to pay attention to OCB employees. To be able to compete, Bank BRI must stimulate and motivate them to show their best performance to improve the competitiveness of the company. In Mukundu's study (2013) <sup>[11]</sup>, it was explained that the award in the form of increasing employment status (job grade) can increase employee OCB. Likewise in the study of Muhammad (2013) <sup>[10]</sup> it was emphasized that employment status had a positive and significant effect on OCB.

On the other hand, Robbin and Judge (2008: 89) <sup>[19]</sup> explain that job satisfaction is the main determinant of employee

OCB. Supporting aspects of OCB can improve employee job satisfaction because this behavior is a "lubricant" of social machinery in the organization. With these behaviors the social interactions of the members of the organization become smooth, reduce the occurrence of disputes, and increase efficiency (Arif and Ratna, 2015) <sup>[1]</sup>. Satisfied employees are more likely to speak positively about the organization, help colleagues, and make them work beyond what is the company's formal standard, which has implications for the formation of OCB (Dyah *Et al.*, 2013) <sup>[3]</sup>. In another study also found results, employee job satisfaction has a direct effect on OCB (Najafi *Et al.*, 2011) <sup>[14]</sup>. Research conducted on teaching staff showed that job satisfaction has a positive effect on OCB, which is interpreted, the higher job satisfaction, the teaching staff will have higher OCB (Sabran *Et al.*, 2008) <sup>[20]</sup>.

Other studies also, show job satisfaction has a positive and significant effect on OCB (Tsai and Wu, 2008; Bowling, 2009; Darmawati, *Et al.*, 2013) <sup>[25, 13, 2]</sup>. Job satisfaction has the strongest relationship with OCB. Employees will tend to display OCB when they are satisfied with the support or benefits they receive, such as positive work, pleasant experience, staffing status that matches their achievements (Jee *Et al.*, 2011) <sup>[6]</sup>.

Employment status also has a positive relationship with employee job satisfaction in terms of motivating employees to work better (Najafi *Et al.*, 2011) <sup>[14]</sup>. Awards in the form of employee employment status have a relationship and influence on their job satisfaction. In addition to having an impact on job satisfaction, in Mukundu's research (2013) <sup>[11]</sup>, it was explained that satisfaction in receiving awards in the form of increased employment status (job grade) can increase OCB employees.

From the results of empirical studies that have been presented, it is interesting to study the interrelationship between OCB, employment status, and job satisfaction, which of these studies has not been clearly revealed. In this

study, job satisfaction was assessed in mediating the relationship between employment status and OCB. The study also analyzed whether there were differences in OCB and job satisfaction between permanent employees and contracts.

## 2. Materials and methods

### *Social Exchange Theory*

Social Exchange Theory is one of the most influential conceptual paradigms in understanding employee work behavior in an organization. Robbins and Judge (2008: 98) <sup>[19]</sup> explains in social exchange theory, these interactions are usually seen as interdependent and depend on the actions of others, so that the experience gained is mutual influence between individuals and organizations. Regarding the focus of this research, this social exchange can be explained that if a company or organization provides improvements to staffing status and pays attention to the job satisfaction of its employees, then employees will display high Organizational Citizenship behavior (OCB).

### *Organizational citizenship behaviour (OCB)*

In 1977 for the first time the term Organizational Citizenship Behavior (OCB) was introduced by the Organ, and defined OCB as discretionary individual behavior, which did not directly and explicitly get an award from the formal reward system, and which overall encouraged function effectiveness organizational functions (Murphy, 2002: 288) <sup>[12]</sup>. Podsakoff *Et al.* (2000) <sup>[16]</sup>, states that OCB consists of seven indicators, namely: Helping behavior, someone who is willing to help others without any appreciation for it. Willingness / desire to accept / tolerance for discomfort. Individual Loyalty Behavior towards the organization, such as displaying a positive image about the organization, defending the organization from external threats, supporting and defending organizational goals. Compliance with the organization, such as behavior that complies with all rules. Individual initiatives, such as an individual, provide motivation for themselves in carrying out tasks. Civic virtue, such as a form of commitment to the organization as a whole, for example, is always active in participating in organizational activities. Self-development, always develops and improves abilities, skills, and knowledge.

### **Job satisfaction**

Job satisfaction is an emotional state that is pleasant or unpleasant to employees in looking at his work Handoko (2006: 112) <sup>[5]</sup>. Job satisfaction (job satisfaction) also shows the positive feelings of workers about work which is the result of evaluating its characteristics (Rivai, 2006: 79) <sup>[17]</sup>. Luthans (2006: 243) <sup>[9]</sup> reveals job satisfaction is an emotional state that is happy or a positive emotion that

comes from the assessment of work or someone's experience. So it can be concluded that job satisfaction is the attitude of employees to their jobs, and job satisfaction is individual, because each individual has different satisfaction.

### **Employment status**

Status is the condition or position of someone in their environment. While staffing is related to employees. Staffing status is people who work for companies or government (Luthans, 2006: 78) <sup>[9]</sup>. In the Manpower Act of the Republic of Indonesia, it is legally known as 2 (two) types of workers namely workers with a Specific Time Work Agreement (PKWT) or popularly called Contract Workers and workers with Unspecified Time Work Agreements (PKWTT) or Permanent Workers. The partial inclusion theory explains the differences between permanent employees and contracts. This theory views differences between permanent employees and contracts, because there are crucial differences in their attitudes and behavior (Jenell and James, 2007) <sup>[7]</sup>. A company employs contract employees aimed at reducing the burden incurred to finance permanent employees, but has the same intention to achieve company goals.

### **Research Conceptual Framework**

Job satisfaction can be defined as an emotional state that is happy or a positive emotion that comes from the assessment of work or someone's experience (Luthans, 2006: 243) <sup>[9]</sup>. Logically it can be traced and interpreted that satisfied employees are more likely to talk positively about the organization, help colleagues, and make them work beyond what is the formal standard or habit of a work organization, thus having implications for the formation of OCB (Dyah *Et al.*, 2013) <sup>[3]</sup>. Burt in Tohardi (2002: 434) <sup>[23]</sup> regarding the factors that influence job satisfaction such as individual factors, relationship factors between employees, employment status and external factors. To create OCB, it requires obedience, loyalty and employee participation, which can be created if job satisfaction factors have been fulfilled.

As for the employment status as a variable that can stimulate employee job satisfaction, because with the employment status that is in accordance with employee performance, employees feel their performance is more valued and motivates employee performance to provide better for the company. With the existence of an appropriate and appropriate staffing status for employees, job satisfaction can be created and employee loyalty to the company will certainly be created, and this becomes a factor in the creation of OCB.

Based on the description above, the conceptual framework of this research can be described, as in Figure 1.

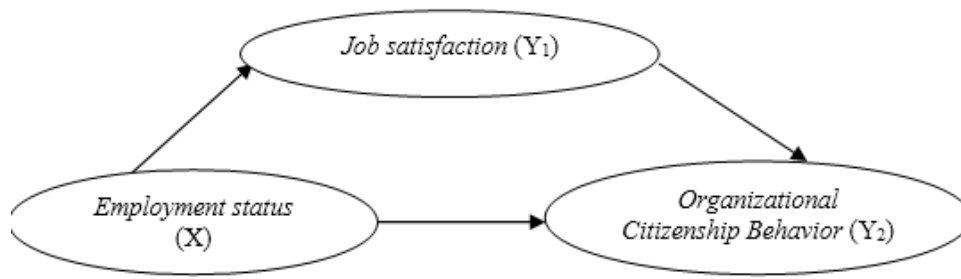


Fig 1: Research Conceptual

**Hypothesis**

Factors that influence job satisfaction of a worker / employee are job satisfaction in the scope of the individual, job satisfaction in the social sphere, and job satisfaction in the scope of work (Bowling, 2009) [13]. The source of satisfaction in the social sphere is satisfaction derived from social factors such as the relationship between employees and superiors, the relationship between employees and employees, providing opportunities for joint recreation provided by the company (Arif and Ratna, 2015) [1]. Based on the results of these studies the research hypothesis can be formulated as follows:

**H1:** There are differences in permanent employee and contract job satisfaction.

Dyah *et al.* (2013) [3] stated that organizational citizenship behavior is a positive behavior of people in the organization. Perceptions that arise (both positive and negative employees of the company) will influence and motivate how the behavior of employees in working for the company, and so that will affect employee behavior in achieving the goals set by the company, so this will also affect the different levels of OCB on permanent employees and contract employees (Sarah *et al.*, 2014) [21]. Based on the results of these studies the research hypothesis can be formulated as follows:

**H2:** There are differences in OCB for permanent employees and contracts.

Wickramasinghe and Chandrasekara (2011) [24] prove that there is a positive and significant influence between staffing status and employee understanding of OCB. The same thing was also proven by Jee *et al.* (2011) [6], that employment status has a positive impact on increasing OCB in companies. The same thing was confirmed by Sarah *et al.* (2014) [21] which explains that OCB can be created well if the employment status is in accordance with employee performance. Based on these results the research hypothesis can be formulated as follows:

**H3:** employment status has a positive and significant effect on OCB.

Research from Wickramasinghe and Chandrasekara (2011) [24] shows that in the element of job satisfaction perceived by employees there is a positive role of employment status that determines it. Yafang (2008) [25] states that the same appropriate employment status for employees has a positive impact on job satisfaction. The same thing proven by Salehi (2011) [22] states that job satisfaction is positively influenced by staffing status which considers the work results of employees. Based on the results of these studies the research hypothesis can be formulated as follows:

**H4:** employment status has a positive effect on employee job satisfaction.

Research from Dyah *et al.* (2013) [3] prove that job satisfaction perceived by employees will positively increase

OCB Employees towards the company. Arif and Ratna (2015) [1] prove that the same thing that job satisfaction perceived by employees has a positive impact on OCB. Reaffirmed by Arum (2013) [2] states that job satisfaction has a positive influence for every employee to understand the importance of OCB in a company. Based on the results of the research mentioned above, the following hypotheses can be formulated:

**H5:** Job satisfaction has a positive effect on employee OCB. Wickramasinghe and Chandrasekara's research (2011) [24] prove that job satisfaction felt by employees will be created with appropriate employment status procedures for employees so as to increase OCB. Sarah *et al.* (2014) [21] prove that the same thing with the existence of employment status in employees has a positive impact on OCB through job satisfaction. The results which are in line confirmed by Jee *et al.* (2011) [6] stated that there is a positive role of employment status in increasing OCB for employees by mediating job satisfaction. Based on the results of the research mentioned above, the following hypotheses can be formulated:

**H6:** Job satisfaction mediates the effect of employment status on employee OCB

**Research Methodology**

The analytical approach used in this study is an associative quantitative approach, because it examines and analyzes employment status as a predictor of organization citizenship behavior with a mediating role of job satisfaction. The object of research is an organization citizenship behavior that is associated with employment status and job satisfaction. The independent variable is employment status (X), the mediating variable is job satisfaction (M), and the dependent variable is the organization citizenship behavior (Y). The research was carried out at the BRI Bank Gajah Mada Branch Denpasar, Bali. The population in this study were all permanent employees and contracts totaling 318 people, with details of 179 permanent employees and 139 contract employees. Determination of the number of samples using Slovin formula and sampling technique using proportionate random sampling. With the technique of determining the sample obtained a total sample of 122 people, consisting of 64 permanent employees and 58 contract employees. Data was collected using a questionnaire given to respondents as a sample. Questionnaires as data collection instruments have been tested for validity and reliability. From the results of the validity test shows the value of the correlation coefficient (Pearson correlation) between the scores of each indicator with the total score of each variable greater than 0.30 ( $r > 0.30$ ). Reliability test shows that the value of croanbach's alpha is greater than 0, 60 ( $\alpha > 0.60$ ). From these results it can

be said that the research instrument is valid and reliable. The data analysis technique used is 1) average difference test for two samples paired with one way ANOVA, 2) Path Analysis, and 3) Sobel Test

**3. Results & Discussion**

**ANOVA test results**

In Table 1, shows the difference in the average value of job satisfaction, the mean value for permanent employees is 3.6883 and for contract employees is 4.1121. This means contract employees have higher job satisfaction than permanent employees. The Anova OCB test results showed a difference in mean values, namely for permanent employees of 3,5454 and for contract employees at 4,0320. This means contract employees have higher OCB than permanent employees.

Based on the results in Table 2, it is known that staffing status (X) has a positive and significant effect on the organization citizenship behavior (Y), which is indicated by the path coefficient value of 0.149, with a significance level or p value = 0.035, which means significant. Thus hypothesis 3 is supported. The results in Table 2 also show that job satisfaction (M) has a positive and significant effect on the organization citizenship behavior (Y). This is

indicated by the value of the standardized beta coefficients of 0.797 and the significance value (p value) of 0,000, which means that it is very significant. Thus hypothesis 5 is supported.

The results in Table 3 explain the results of testing the effect of staffing status variable (X) on job satisfaction (M). From these results it can be proven that employment status has a positive and significant effect on job satisfaction, with a standardized beta coefficient of 0.424 and a significance value (p value) of 0.000 which means very significant. Thus hypothesis 4 is supported

From the results of the Sobel Test calculation, the calculated Z value of 5.727 is greater than Z table of 0.96 ( $\alpha = 0.05$ ). This value indicates that job satisfaction mediates significantly the effect of employment status on the organization citizenship behavior of employees. Thus hypothesis 6 is supported.

**4. Tables and Figures**

**Anova Test**

This average difference test method uses a sample of contract employees (1) and permanent employees (0). The ANOVA test results can be seen in Table 1 below.

**Table 1: Anova Test Results**

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig (2-tailed)
Kepuasan kerja.	Equal Variances assumed	6.455	.012	-5.208	.120	.120
	Equal variances not assumed			-5.298	112.864	112.864
Ocb	Equal Variances assumed	13.883	.000	-5.393	.120	.120
	Equal variances not assumed			-5.487	112.793	112.793

Source: data processed, 2019

**Path Analysis**

The structural model for the first structure and the second

structure shows the results as in Table 2 and Table 3.

**Table 2: Recapitulation of Structure Regression Results 1**

Model	Standardized Coefficients		T	Sig.
	Beta			
employment status	0.149		2.133	0.035
job satisfaction	0.797		11.288	0.000
R <sup>2</sup> : 0,611 F Statistik: 93,579 Sig.F : 0,000 Dependent variable: OCB				

Source: data processed, 2019.

**Table 3: Recapitulation of Structure Regression Results 2**

Model	Standardized Coefficients		T	Sig.
	Beta			
(Constant)	3.688		65.738	0.000
employment status	0.424		5.208	0.000
R <sup>2</sup> : 0,184 F Statistik : 27,124 Sig.F : 0,000 Dependent variable: job satsifaction (M)				

Source: data processed, 2019

Based on the results in Table 2 and Table 3, the path

diagram model can be described as shown in Figure 2 below.



Fig 2: Final Path Chart Model

**5. Equations**

The model if expressed in the form of structural equations or simultaneous equation systems, as follows:

$$Y_1 = \alpha_0 + \alpha_1 X + \epsilon_1$$

$$Y_2 = \beta_0 + \beta_1 X + \beta_2 M + \epsilon_2$$

Or the equation has been standardized to be as follows:

$$ZM = P2X + \epsilon_1$$

$$ZY = P1X + P2M + \epsilon_2$$

The level of significance of the mediation role was analyzed through the Sobel test, with the following calculations.

$$se_{ab} = \sqrt{(b^2 s_a^2 + a^2 s_b^2)}$$

$$Z_{value} = ab / se_{ab}$$

**5. Conclusions**

Based on the results of hypothesis testing it is known that employment status has a positive and significant effect on the organization citizenship behavior. Employee status is currently considered very important by employees, where based on staffing status employees feel valued and have a pretty good future in the company.

Personnel's own status will provide a positive boost to improve employee attitudes in implementing an organization citizenship behavior in the company. These results are in line with the Wickramasinghe and Chandrasekara (2011) [24] study, Jee *et al.* (2011) [6], and Sarah *et al.* (2014) [21], which states that employment status has a positive and significant effect on OCB.

The results of data analysis show that employee status has a positive and significant effect on job satisfaction. These results indicate the application of employment status at PT Bank BRI Gajah Mada Branch Denpasar to be reviewed in this case the determination of employment status between fixed and contract. Management must be able to prioritize employees who have long service lives and have high integrity towards the company so that they may soon be appointed as permanent employees. This will increase employee satisfaction in their work. These results are in line with the research of Yafang (2008) [25], Wickramasinghe and Chandrasekara (2011) [24], and Salehi (2011) [22] which show that employee status has a positive and significant impact on increasing employee satisfaction in work.

Based on the hypothesis test it is known that job satisfaction has a positive and significant effect on the organization citizenship behavior. Job satisfaction in question is a sense of satisfaction from employees in working well, satisfied with their work, satisfied with their employment status which is positively capable of encouraging achievement for

employees so that they want to implement an organization citizenship behavior in the company. These results support the study of Dyah *et al.* (2013) [3], Arum (2013) [2], and Arif and Ratna (2015) [1], which show that job satisfaction has a significant effect on OCB.

Based on the results of the mediation test it is known that job satisfaction can mediate positively and significantly the effect of employment status on the organization citizenship behavior. This means that employees who are paid attention to their employment status, will feel satisfied in their work so they become compelled to display OCB behavior. OCB is shown to voluntarily help work colleagues with excessive workload.

**Suggestion**

Contract employees have higher satisfaction than permanent employees. Contract employees also have higher organization citizenship behavior than permanent employees. Staffing status has a positive and significant effect on the organization citizenship behavior. The status of staffing also has a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on the organization citizenship behavior. Job satisfaction mediates significantly the effect of employment status on OCB.

Based on the results of this study, it can be affirmed that for companies, especially banks in an effort to encourage employees to show OCB behavior, the attention to their employment status and job satisfaction becomes very important.

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