

# Strategies to encourage positive organizational citizenship behavior

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## ABSTRACT

This research aims to increase employee commitment, especially to organizational values at one of the public high schools in the Semarang Alumni Association, with the hope of increasing Organizational Citizenship Behavior (OCB) which supports school goals. The focus of the research involves analyzing factors that influence OCB, particularly job stress and organizational commitment. Empirical research methods using data collection through surveys and statistical analysis are used. The research results show that work stress negatively influences the level of individual commitment to the organization, while organizational commitment has a significant positive impact on OCB. It was found that organizational commitment acts as a mediating variable in the relationship between job stress and OCB. Research recommendations include stress management, developing organizational commitment, and increasing organizational citizenship behavior to create a healthy work environment and support the development of positive OCB.

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## 1. INTRODUCTION

The increasing complexity of work in an organization is a challenge faced by employees. In facing this complexity, employees often feel the need to involve themselves in additional tasks that are outside the scope of their formal duties (Pramono & Purwaningrum, 2023). This action is not only a response to increasingly complex work demands, but also reflects efforts to increase their competence, experience and involvement in carrying out company tasks. In this context, the concept of Organizational Citizenship Behavior (OCB) becomes very relevant and important. OCB is employee behavior that is carried out voluntarily and is not part of their formal obligations. This behavior includes actions such as helping coworkers, providing constructive suggestions, actively participating in projects where there is no formal obligation to do so, and contributing positively to the work environment and organizational culture (Pramono & Purwaningrum, 2022).

Previous studies regarding work stress found that the level of work stress felt by employees has a significant influence on Organizational Citizenship Behavior (OCB). (De Clercq & Belausteguigoitia, 2020; Hery & Melitina, 2022; Kumari, 2020; Manoppo, 2020; Pooja et al., 2016). Stress is an individual's adaptive response to psychological or physical demands imposed by the work environment or external events (Robert & Kinicki, 2014). Stress that is not handled properly can result in an individual's inability to interact positively with their environment, both inside and outside the work context. Sources of stress can come from internal factors, such as a mismatch between

personality type and type of work, or from organizational environmental factors, such as task demands and superior leadership style. The inability to cope with stress can have a negative impact on an individual's physical and mental well-being, and can ultimately influence the OCB demonstrated by that individual (Saadeh & Suifan, 2020).

Based on several previous studies, it was found that Organizational commitment has a significant role in influencing Organizational citizenship behavior (OCB) (Grego-Planer, 2019; Hery & Melitina, 2022; Kurniawati, 2023; Kurtuluş, 2016; Nguyen et al., 2022). Organizational commitment is a condition where an employee shows strong loyalty and support for the organization where they work, and has a sincere intention to remain part of that organization (Robbins & Judge, 2015). This commitment is formed through a strong belief in the goals and values of the organization, which motivates employees to commit deeply. This certainty makes employees more resistant to competitors' attempts to recruit them by offering greater rewards. In addition, organizational commitment involves an active willingness to maintain membership in the organization, by playing an active role, working with dedication, and trying to minimize mistakes. All of this produces a positive impact on OCB behavior, where employees actively participate in creative thinking, contributing and growing together with the organization. Organizational commitment, in all its dimensions, has an important role in forming a work culture that is oriented towards organizational productivity and success.

There is a positive relationship between work stress and organizational commitment, as shown by research conducted by Bocciardi et al. (Bocciardi et al., 2017). Apart from that, it has also been found that organizational commitment has a positive influence on Organizational Citizenship Behavior (OCB), in accordance with the findings from Knezović & Greda's (Knezović & Greda, 2021). This research highlights the importance of further exploration of the relationship between work stress and Organizational citizenship behavior (OCB), as well as the potential role of organizational commitment as a mediator in clarifying seemingly inconsistent results in previous research. The differences in previous research findings indicate the complexity of the relationship between work stress, OCB, and organizational commitment. It is based on other research finding that work stress has no effect on OCB (Constantinus, 2021). Research that attempts to include organizational commitment variables as mediators has the potential to provide a deeper understanding of how job stress can influence employee behavior in the context of OCB through organizational commitment. This can help organizations develop more effective stress management strategies and understand their impact on employee commitment and behavior.

The significant level of work stress in Indonesia, with almost 10% of workers experiencing mental disorders due to stress and around 35% experiencing potentially fatal stress, and 40% of workers experiencing stress due to work, has a potential impact on employees' Organizational Citizenship Behavior (OCB). High levels of job stress may reduce employee engagement in voluntary behaviors at work, such as helping colleagues or participating in organizational initiatives, as their focus may be more on coping with stress and maintaining their mental well-being. Therefore, measures to improve working conditions, reduce stress and provide mental wellbeing support are becoming increasingly important in avoiding negative impacts on employee productivity and wellbeing and promoting positive OCB in the work environment (Suhendarlan et al., 2022)

Knowing and analyzing the Organizational Citizenship Behavior (OCB) of members of the National High School Association in Semarang who work or are employees can provide valuable insight into their contribution to the organization where they work. OCB includes voluntary behavior that can increase organizational effectiveness and well-being. By understanding these alumni members' OCB, you can identify the extent to which they participate in activities that are not covered by their basic duties, such as helping colleagues, providing constructive ideas, or participating in initiatives that support the organization. This analysis can help alumni organizations or communities recognize the positive contributions of their members, motivate more participation in OCB, and build a more collaborative and productive work culture.

## 2. RESEARCH METHOD

### Types of research

This research is explanatory research with the aim of identifying the level and nature of causal relationships between variables, focused on analyzing certain situations or problems to explain the relationship patterns between work stress, organizational commitment and Organizational Citizenship Behavior. The goal is to understand the relationships and causal influences between these variables.

### Population and Sample

The population of this study includes all members of the Alumni Association of one of the State High Schools in Semarang, the exact number is not known. With a 95% confidence level, the recommended sample size is around 97 people. Therefore, the recommended sample size for this study is 97 people.

### Research variable

The operational definition of variables and indicators in this research includes three main variables. First, job stress (X) is defined as tension or pressure that arises when job demands exceed individual strengths, with indicators including too busy work schedules, role ambiguity, lack of management attention, lack of job security, and disinvolvement in decision (Cartwright dan Cooper (Mangkunegara, 2017)). Second, organizational commitment (M) is explained as the psychological bond of employees with the aim of maintaining the interests of the organization, with indicators involving employee will, loyalty and pride (Lincoln and Bashaw in (Sopiah & Sangadji, 2018) Lastly, Organizational Citizenship Behavior (Y) refers on employee behavior within the organization that is carried out voluntarily and outside the job description, with indicators including helping behavior, obedience, sportsmanship, loyalty, individual initiative, social quality, and personal development (Grego-Planer, 2019).

### Instrument-test

The validity test of the questionnaire was carried out by calculating the correlation coefficient (r) between the data from the questionnaire and the actual data of the research object. If the calculated r is greater than the previously determined r table, the questionnaire is considered valid. The reliability test uses the Cronbach alpha coefficient, and a variable is considered reliable if the alpha is greater than 0.70. The results of this test ensure the reliability and validity of the questionnaire as a valid data collection tool in research.

### Classic Assumption Test

Classic assumption test which includes a normality test to verify the normal distribution of research data. The multicollinearity test is carried out to evaluate the existence of a significant relationship between independent variables, while the heteroscedasticity test aims to ensure that the variance of the dependent variable remains constant and homogeneous.

### Regression analysis

Path analysis is an analytical technique used to examine cause-and-effect relationships in multiple regression. The equation model in this path analysis consists of two paths, namely Path I ( $M = \beta_1X + e_1$ ) and Path II ( $Y = \beta_2X + \beta_3M + e_2$ ), where X is work stress, M is organizational commitment, and Y is Organizational Citizenship Behavior. Regression coefficients  $\beta_1$  to  $\beta_5$  and error or residual (e) are also introduced in this model to describe the relationship between variables.

### T-Statistics Test

In testing the hypothesis, an individual significance test (t test) is used to assess whether the independent variables in the regression equation have an individually significant influence on the dependent variable. The evaluation criteria applied (Ghozali, 2018) are as follows: (a) If the calculated t value is greater than t table, then it is significant; conversely, if the calculated t value is less than or equal to t table, then it is not significant. (b) If the significance figure is less than  $\alpha = 0.05$ ,

it is considered significant; conversely, if the significance figure is greater than 0.05, it is considered insignificant.

### Test the model

In carrying out a feasibility test, there are two aspects that are assessed. First, the coefficient of determination (adjusted  $R^2$ ) is used to assess the extent to which the model is able to explain variations in the dependent variable. Second, the F test is used to determine whether all the independent variables included in the model have a joint effect on the dependent variable. The evaluation criteria in the F test are if the significance number is less than  $\alpha = 0.05$ , then it is considered significant; conversely, if the significance figure is greater than 0.05, it is considered insignificant. Thus, this feasibility test provides an overview of the extent to which the regression model can be relied on in explaining the relationship between variables.

## 3. RESULTS AND DISCUSSIONS

### Respondent

The composition of respondents based on gender shows that 24.7% are men and 75.3% are women, reflecting the dominance of women's participation in HR management research at the Alumni Association of one of the State High Schools in Semarang. Variations in the age distribution of respondents, with the 31-40 year age group having the highest percentage (39.2%). The dominance of Bachelor's level education in the respondent population was 83.5%, while Master's level of education accounted for 16.5%. The majority of respondents (54.6%) had less than 11 years of work experience, with significant variations between respondents who had 11-20 years of experience (26.8%) and more than 20 years (18.6%). These variations may reflect different backgrounds and levels of seniority among respondents, which may influence their contributions in the context of human resource management.

### Validity and Reliability test

The results of the validity and reliability test of the research variables show that the corrected total item correlation value for each indicator of work stress (X), organizational commitment (M), and Organizational citizenship behavior (Y) is greater than  $r$ -table = 0.168. This confirms the validity of these indicators in this research. In addition, the Cronbach Alpha or  $r$  value exceeds the limit of 0.70, indicating an adequate level of reliability for this research.

### Classic assumption test

The normality test using the Kolmogorov-Smirnov test shows that the  $p$  value in Path I and Path II is greater than the 0.05 significance level, confirming that the data comes from a population with a normal distribution. The multicollinearity test in Path II, which was obtained from a VIF value  $< 10$  and a Tolerance value  $> 0.1$ , indicated the absence of a significant correlation between the independent variables. Therefore, the regression model in Path II is not affected by multicollinearity problems. The heteroscedasticity test using the Glejser method on Path I and Path II shows that the regression coefficient is not significant, confirming that the assumption of homoscedasticity is still met, or that there is no heteroscedasticity in Paths I and II.

### Regression Analysis

Hypothesis analysis is based on the data listed in the following table:

**Table 1.** Regression Results

Jalur	Independent	Dependent	Beta	t	Sig.
I	Work stress (X)	Komitmen organisasi (M)	-,636	-8,031	.000
II	Work stress (X)	Organizational citizenship behavior (Z)	-,380	-3,775	,000
II	Organizational commitment (M)	Organizational citizenship behavior (Z)	,347	3,449	,001

Source: Processed primary data, 2023

The regression analysis for paths I and II can be described as follows: First, in path I, the regression coefficient (beta) or  $\beta_1$  is -0.636, forming a regression equation  $M = -0.636X + e_1$ . This means that work stress (X) has a negative influence on organizational commitment (M), which indicates that the higher the work stress, the lower the organizational commitment. Second, in path II, the regression coefficient (beta) for  $X \rightarrow Y$  is -0.380, indicating the negative influence of work stress (X) on organizational citizenship behavior (Y). Meanwhile, the regression coefficient for  $M \rightarrow Y$  is 0.347, indicating the positive influence of organizational commitment (M) on organizational citizenship behavior (Y). Thus, the higher the work stress, the lower the organizational citizenship behavior, while the better the organizational commitment, the higher the organizational citizenship behavior.

### Statistical Test t

The results of hypothesis testing can be summarized as follows: First, in Hypothesis 1 (H1) which states that work stress has a negative effect on organizational commitment, the test results show a calculated t value of 8.031, which significantly exceeds the t table (1.675), with a significance figure of  $0.000 < \alpha = 0.05$ . Therefore, Hypothesis 1 is proven that work stress has a negative effect on organizational commitment. Second, in Hypothesis 2 (H2) which states that work stress has a negative effect on organizational citizenship behavior, the calculated t value of 3.775 significantly exceeds the t table (1.675), with a significance figure of  $0.000 < \alpha = 0.05$ . This means that Hypothesis 2 is proven that work stress has a negative effect on organizational citizenship behavior. Third, in Hypothesis 3 (H3) which states that organizational commitment has a positive effect on organizational citizenship behavior, the calculated t value of 3.449 significantly exceeds the t table (1.675), with a significance figure of  $0.001 < \alpha = 0.05$ . Thus, it is proven that Hypothesis 3 is that organizational commitment has a positive effect on organizational citizenship behavior.

### Feasibility Model Test

The results of the model feasibility test show that in Path I, the adjusted R square value is 0.398, indicating that the work stress variable can explain 39.8% of the variation in the organizational commitment variable, while 60.2% is explained by other factors outside the model. The calculated F value is 64.497 with a significance figure of  $0.000 < \alpha = 0.05$ , indicating that the regression equation model (Path I) is suitable for use. In Path II, the adjusted R square is 0.421, indicating that the variables work stress, organizational commitment, and organizational citizenship behavior can explain 42.1% of the variation in employee performance variables, while 57.9% is explained by other factors outside the model. The calculated F value is 35.849 with a significance figure of  $0.000 < \alpha = 0.05$ , indicating that the regression equation model (Path II) in this research is also suitable for use.

### Mediation Test

The Sobel method is used as a statistical technique to test whether the mediating variable has an influence in formulating the relationship between the independent variable and the dependent variable. Standard Error and Beta calculation results for Path I (work stress  $\rightarrow$  organizational commitment), Path II (work stress  $\rightarrow$  organizational citizenship behavior), and Path III (organizational commitment  $\rightarrow$  organizational citizenship behavior). Using the Sobel calculator, the mediation test results show a one-tailed probability of  $0.027 < \alpha = 0.05$ . Thus, it can be concluded that there is a mediating effect of organizational commitment on the relationship between work stress and organizational citizenship behavior, and hypothesis 4 (H4) is proven.

## Discussion

### Job stress on organizational commitment

Based on the results of the analysis, it can be concluded that work stress has a negative influence on the level of individual commitment to the organization where they work. Job stress, which includes conditions of psychological tension or pressure in the work environment, can have an impact on employee satisfaction levels and perceptions of the organization.

Studies show that prolonged or severe work stress can cause individuals to feel frustrated, dissatisfied, or feel that the organization does not care about their well-being. This contributes to a decrease in the level of commitment to the organization. The highest work stress factor in this study

was "Overworked Work Schedule," which indicates that a busy work schedule is the main cause of stress in this work environment. Nevertheless, the analysis results also show that the overall level of organizational commitment is still high, with the highest indicator in "Employee Pride." However, there are differences in the level of commitment between indicators, with "Employee Willingness" being the lowest indicator. The importance of stress management in the work environment is highlighted, especially in aspects that cause the highest stress, such as overly busy work schedules. Appropriate remedial and stress management steps need to be taken to improve employee well-being and productivity.

Further statistical analysis shows that there is a significant influence of work stress on organizational commitment. The results of the hypothesis test show that work stress has a negative effect on organizational commitment, with a significance level that reflects success in supporting the hypothesis. The regression coefficient (beta) shows a negative relationship between work stress and organizational commitment, which means the higher the work stress, the lower the level of organizational commitment. Thus, these findings provide important implications for organizational management to focus on stress management, especially in aspects of busy work schedules, in order to increase employee commitment levels and well-being. Special attention also needs to be paid to the "Employee Willingness" aspect in order to achieve an optimal level of organizational commitment. This is in line with research which finds work stress has a negative role on organizational commitment (Abdelmoteleb, 2019; Aruldoss et al., 2021; Cicei, 2014; Saadeh & Suifan, 2020; Wickramasinghe, 2016).

#### **Job stress on organizational citizenship behavior**

Based on the results of the analysis, work stress has a negative influence on Organizational Citizenship Behavior (OCB). Job stress is defined as an individual's adaptive response to psychological or physical demands in the work environment or external events. An individual's inability to cope with stress can have a negative impact on their ability to interact positively with the environment, both inside and outside the work context.

The highest work stress factor in this work environment is "Overworked Work Schedule," indicating that a busy work schedule is the main cause of stress. Therefore, corrective action and appropriate stress management are needed, especially in aspects that cause the highest stress, in order to improve employee welfare and productivity. The importance of stress management is also reinforced by the finding that work stress has a negative effect on OCB. The regression coefficient (beta) shows a negative relationship between work stress and OCB, which can be interpreted that the higher the level of work stress, the lower the level of OCB shown by the individual. Therefore, organizations need to pay attention to stress management as part of efforts to increase employee OCB.

In the context of organizational citizenship behavior (OCB), the results of the analysis show that the level of loyalty and organizational citizenship behavior in this organization is at a high level. However, there is potential for improvement in aspects of helping behavior. Therefore, focusing on developing helping behavior can be a strategic step to improve overall OCB. The implication of this research is the need for special attention to stress management and the development of organizational citizenship behavior in an effort to create a healthy, productive and harmonious work environment. Improvements in the highest stress aspects and increases in helping behavior can contribute to increased employee OCB as well as overall organizational success. This is in line with research which finds that the level of perceived work stress has a significant negative influence on Organizational Citizenship Behavior (OCB). (De Clercq & Belausteguigoitia, 2020; Hery & Melitina, 2022; Kumari, 2020; Manoppo, 2020; Pooja et al., 2016).

#### **Organizational commitment to organizational citizenship behavior**

Based on the results of the analysis, organizational commitment has a positive influence on Organizational Citizenship Behavior (OCB). Organizational commitment is defined as a situation where an employee shows strong loyalty and support for the organization where they work, and has a sincere intention to remain part of that organization. Organizational commitment forms a firm belief in the goals and values of the organization, which motivates employees to commit deeply.

Findings show that employees with high levels of organizational commitment tend to exhibit high levels of OCB as well. This includes active participation in creative thinking, contributing, and growing together with the organization. Organizational commitment has an important role in forming a work culture that is oriented towards organizational productivity and success. From the results of the variable index analysis, it can be concluded that the level of organizational commitment in this organization is generally high. The highest indicator is "Employee Pride," indicating a high level of commitment to the organization. However, there is potential for improvement in the "Employee Willingness" indicator, which indicates that further attention is needed regarding willingness to achieve optimal levels of commitment. Based on the calculated t value and significance, the hypothesis which states that organizational commitment has a positive effect on OCB is proven to be significant. A positive regression coefficient indicates that the higher the level of organizational commitment, the higher the level of OCB shown by employees.

The implication of these findings is the need for organizations to pay attention to and strengthen efforts to increase the level of employee organizational commitment. Increasing organizational commitment can be the key to increasing OCB, which in turn can have a positive impact on overall organizational productivity and success. This is in line with research which finds organizational commitment has a significant positive role in influencing Organizational Citizenship Behavior (OCB). (Grego-Planer, 2019; Hery & Melitina, 2022; Kurniawati, 2023; Kurtulmuş, 2016; Nguyen et al., 2022)

#### **Job stress influences organizational citizenship behavior through organizational commitment**

Based on the results of the analysis, the findings show that work stress influences Organizational Citizenship Behavior (OCB) through organizational commitment as an intermediary variable. Previously, hypotheses had indicated a positive relationship between job stress and organizational commitment, as well as a positive influence of organizational commitment on OCB.

From the analysis of the work stress variable index value, it can be concluded that an overly busy work schedule is the main stress factor in the work environment. Therefore, it is recommended to take corrective actions and appropriate stress management, especially in aspects that cause the highest stress, in order to improve employee well-being and productivity. Organizational commitment, measured through indicators such as employee pride and employee willingness, indicates a good level of commitment in general. However, there is potential for improvement in employee willingness indicators, which indicates the need for further attention regarding willingness to achieve optimal levels of commitment. The results of the analysis of the OCB variable index values show a high level of organizational citizenship behavior, especially in the aspect of loyalty to the organization. However, there is potential for improvement in indicators of helping behavior. Therefore, focusing on developing helping behavior can be a strategic step to improve overall OCB. Recent findings indicate that organizational commitment acts as a significant mediating variable in the relationship between job stress and OCB. Therefore, managing and increasing organizational commitment can be an effective strategy to reduce the impact of work stress on employee OCB.

The implication of these findings is the need for organizations to pay attention to stress management, developing organizational commitment, and increasing organizational citizenship behavior as part of their human resource management strategy. These steps can help create a healthy, productive work environment and support the development of positive organizational citizenship behavior.

#### **4. CONCLUSION**

The analysis findings underscore the significant negative impact of job-related stress on individuals' commitment to the organization ( $t = 8.031$ ,  $p < 0.05$ ) and on Organizational Citizenship Behavior (OCB) ( $t = 3.775$ ,  $p < 0.05$ ), with regression coefficients of -0.636 and -0.380, respectively. The primary contributor to stress is identified as excessively dense work schedules. Conversely, organizational commitment demonstrates a positive influence on OCB ( $t = 3.449$ ,  $p < 0.05$ ), indicating that employees who exhibit strong commitment to the organization tend to display higher levels of OCB. Furthermore, organizational commitment serves as a significant mediator in the relationship

between job stress and OCB (one-tailed probability = 0.027,  $\alpha = 0.05$ ). Therefore, effective stress management, fostering organizational commitment, and promoting positive organizational citizenship behaviors emerge as pivotal strategies in cultivating a work environment that supports the development of favorable OCB. By addressing these factors, organizations can enhance employee well-being and productivity while fostering a culture of engagement and mutual support within the workplace.

## 5. SUGGESTION

Based on research findings, it is recommended that organizations implement stress management programs with a focus on balancing work schedules, especially in overcoming major stress factors such as overly busy schedules. Specific strategies are needed to increase the level of commitment, especially in the aspect of "Employee Willingness," which can involve improving internal communication, building supportive leadership, and employee participation in decision making. Furthermore, by finding that work stress has a negative impact on Organizational Citizenship Behavior (OCB), the initial step is to focus on stress management, especially in dealing with aspects of the work schedule. Organizations can introduce work flexibility policies, provide employee support, and provide stress management training to create a healthier working environment. In the context of increasing organizational commitment, companies can strengthen "Employee Will" through employee development programs, leadership training, and building a motivating organizational culture. Furthermore, the development of OCB can be enhanced by providing incentives for organizational citizenship behavior, providing recognition for positive contributions, and involving employees in social initiatives and volunteer activities, creating a work environment based on mutual trust and support.

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