

# The Impact of Work Environment and Islamic Work Ethics on Enhancing Organizational Citizenship Behavior

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## Abstract

In the era of globalization, businesses and organizations face increasingly intense competition, requiring them to possess superior capabilities to survive and thrive. One of the key strategies for enhancing competitiveness is the development of skilled and qualified human resources. This study investigates the effects of the work environment and Islamic work ethics on Organizational Citizenship Behavior (OCB) among employees. The research focuses on 61 employees, with a saturated sampling technique, and employs a combination of observation, documentation, and questionnaires for data collection. Multiple regression analysis was used to analyze the data. The findings indicate that both the work environment and Islamic work ethics significantly influence the OCB of employees. The study highlights the importance of creating a supportive work environment and integrating ethical values to foster positive organizational behavior and improve overall performance. These results contribute to proving that work environment and Islamic work are critical for organizations aiming to increase their competitiveness and employee engagement in a rapidly changing business environment.

Keywords: Islamic Work Ethics; Organizational Citizenship Behavior; Work Environment.

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## I. Introduction

In the era of globalization, businesses, and governmental agencies are increasingly confronted with fierce competition, requiring them to enhance their competitive capabilities to remain viable and achieve long-term success. In this context, organizations must leverage their human resources effectively, as skilled and qualified personnel play a pivotal role in sustaining organizational performance with fierce competition, and ensuring the ability to compete. Strengthening organizational competitiveness often centers on improving human capital, as high-quality employees are the cornerstone of success. However, managers must also address various obstacles that can impede an organization's competitiveness, including those related to the work environment. A conducive work environment, characterized by healthy relationships between employees and leaders and an overall atmosphere of safety and comfort, is essential for fostering employee loyalty and ensuring optimal performance (Effendy & Fitria, 2019). Without such an environment, even highly skilled employees may find it difficult to perform effectively, resulting in stagnation and reduced organizational potential.

A fundamental challenge many organizations face is creating a work environment that fosters employee commitment and high performance. Research indicates that employees are often reluctant to stay with organizations where the work environment is uncomfortable or stressful. Such conditions can negatively affect organizational citizenship behavior (OCB), a concept that encompasses voluntary actions beyond formal job duties, such as cooperation, helping colleagues, and demonstrating organizational loyalty (Prasasti & Yuniawan, 2017). These behaviors are essential for maintaining a productive and harmonious workplace. Furthermore, work ethics, particularly Islamic work ethics, play a critical role in shaping employee behavior and attitudes toward their tasks, colleagues, and superiors. Islamic work ethics emphasize values such as honesty, integrity, responsibility, and commitment, which can significantly influence an employee's work performance and engagement. In organizations where employees perceive a lack of alignment between the work environment and their ethical values, their involvement in OCB tends to decrease, hindering organizational growth and development (Oksiani & Purwaningrat, 2023). Thus, understanding the interplay between the work environment and Islamic work ethics is crucial for enhancing OCB and improving overall organizational performance.

The Regional People's Representative Council or *Dewan Perwakilan Rakyat Daerah* (DPRD) Secretariat Office, in the North Musi Rawas Regency South Sumatra, serves as a legislative body working closely with the regional government. This unicameral institution is tasked with implementing regional autonomy and is central to the efficient functioning of government services in the region. Despite its important role, the office faces employee performance and organizational behavior challenges. Observations suggest that not all employees strongly commit to their roles or demonstrate organizational citizenship behaviors that contribute to the agency's goals. Specifically, some employees exhibit disengagement, making frequent mistakes and taking longer to complete tasks, even though their educational qualifications align with their job requirements (Nugraha & Adnyani, 2017). These issues raise questions about the effectiveness of the work environment and the alignment of employees' work ethics with organizational expectations. It is crucial to explore how a supportive work environment and strong Islamic work ethics can influence OCB and improve performance at the DPRD Secretariat Office.

The current research aims to investigate the impact of the work environment and Islamic work ethics on OCB at the North Musi Rawas Regency DPRD Secretariat Office. Preliminary observations indicate that a significant proportion of employees at the office struggle to engage in OCB, primarily due to an uncomfortable work environment and a lack of commitment to their duties. Some employees are often absent from their workstations, and when present, they tend to perform their tasks only when explicitly instructed. This behavior suggests that the work environment may not be conducive to fostering the motivation and organizational commitment necessary for OCB. Additionally, the role of Islamic work ethics in shaping employees' attitudes and behaviors remains underexplored, particularly in the context of public sector organizations. Therefore, this study seeks to examine whether improving the work environment and strengthening Islamic work ethics can positively influence employees' organizational citizenship behavior at the North Musi Rawas Regency DPRD Secretariat Office. By addressing these issues, this research provides valuable insights into the factors contributing to enhanced employee performance and organizational effectiveness in the public sector.

## II. Literature Review

The work environment within an organization plays a crucial role in influencing employee performance, and it is, therefore, essential for management to foster conditions that ensure employee comfort and motivation. The work environment encompasses both physical and non-physical elements that directly impact employees' ability to carry out their duties effectively. A positive work environment encourages enthusiasm and morale, leading to increased productivity and improved job performance (Dewantara & Tambunan, 2023). A motivated workforce that feels supported in its roles is likely to meet performance standards more efficiently and with less supervision. Moreover, employees working in an environment that provides appropriate tools, safety, and strong interpersonal relationships are more likely to contribute meaningfully to the organization's success. These factors collectively create an atmosphere where employees can perform their tasks and are encouraged to engage in behaviors that exceed the basic expectations of their roles.

Work ethics, which guide the behavior and attitude of employees, are integral to achieving organizational success. A strong work ethic encourages employees to act responsibly, be disciplined, and take pride in their work, all of which contribute to enhanced job performance (Abbasi, 2015). Ethical behavior in the workplace, including professionalism, honesty, and a willingness to perform tasks beyond the minimum expectations, is linked to greater organizational commitment. Specifically, work ethics reflect an individual's attitudes towards various work-related aspects, such as participation in organizational activities, job satisfaction, and career development. These ethics can influence an employee's approach to their work, creating an environment where personal values align with the organization's goals, thereby improving overall organizational performance.

Islamic work ethics, derived from the teachings of the Qur'an and the Sunnah of the Prophet Muhammad, further shape how individuals view their responsibilities and engage with their work (Musoli & Yamini, 2020). These ethics emphasize virtues such as responsibility, discipline, perseverance, and the pursuit of knowledge. Employees who embody these values are likely to approach their work with a sense of duty and moral responsibility, which can significantly enhance their productivity and performance. Islamic work ethics encourage individuals to view their work not just as a means of earning a living but as a way to contribute to society and achieve personal and collective growth. Employees with strong Islamic work ethics tend to be more committed to maintaining high-quality standards in their work, leading to increased job satisfaction and a stronger sense of organizational loyalty.

Organizational Citizenship Behavior (OCB) is a key factor in determining the overall performance of an organization. OCB refers to voluntary behaviors that go beyond an employee's formal job requirements, contributing to the smooth functioning of the organization (Musoli & Yamini, 2020). These behaviors are not explicitly rewarded with compensation or bonuses, but they are crucial for creating a harmonious and productive workplace. OCB is typically characterized by five main indicators: altruism, conscientiousness, civic virtue, sportsmanship, and courtesy. Altruism involves helping others with their work, while conscientiousness refers to performing tasks beyond the basic requirements. Civic virtue reflects an employee's active involvement in organizational activities, demonstrating concern for the organization's well-being. Sportsmanship refers to the willingness to tolerate unfavorable conditions without complaining, and courtesy is the behavior that helps prevent interpersonal conflicts and fosters a positive work environment. These dimensions of OCB contribute to the development of a collaborative, efficient, and supportive workplace, ultimately enhancing the overall performance and sustainability of the organization.

### Framework of Thinking

In the context of organizational behavior, the relationship between work environment, Islamic work ethics, and Organizational Citizenship Behavior (OCB) is critical for understanding employee performance and organizational success. A conducive work environment has positively influenced employees' attitudes and behaviors, including their willingness to go beyond their formal job requirements. It is reasonable to hypothesize that employees who work in an environment that fosters comfort, safety, and positive relationships enhance their organizational commitment and job satisfaction. This, in turn, encourages them to engage in extra-role behaviors such as helping colleagues, showing initiative, and demonstrating loyalty to the organization. Therefore, it is expected that the work environment will have a significant positive effect on OCB, as a supportive and motivating atmosphere encourages employees to exhibit

behaviors that contribute to the organization's overall success. The overall framework of thinking of this research is shown in Figure 1.

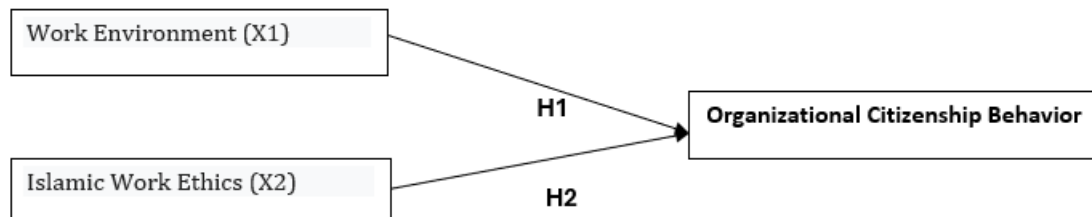


Figure 1. Framework of Thinking

### III. Method

This research adopts a quantitative approach to analyze the influence of the work environment and Islamic work ethics on OCB among employees at the North Musi Rawas Regency DPRD Secretariat Office. The population in this study consists of all employees at the Secretariat Office, with a total of 61 individuals, which includes 18 civil servants and 43 honorary workers. Given the relatively small population size, the researcher chose to apply a census or total sampling technique, meaning all population members were included as the sample for this study. This approach was deemed appropriate because it ensures that the entire population is represented and allows for a comprehensive analysis of the relationship between the variables. Data collection for this study utilized both primary and secondary sources. Primary data were obtained directly from the employees through questionnaires designed to measure the perceptions of the work environment, Islamic work ethics, and OCB. Secondary data were sourced from official records and documents from the North Musi Rawas Regency DPRD Secretariat Office, which provided contextual background information on the office's operations and employee dynamics. To ensure the validity and reliability of the data, various pre-testing methods were employed, including the use of validity tests to assess the relevance and accuracy of the questionnaires, as well as reliability tests to ensure consistency in the responses. For data analysis, several statistical techniques were employed, and a multiple linear regression analysis was conducted to assess the combined effect of both the work environment and Islamic work ethics on OCB. The coefficient of determination was calculated to measure the proportion of variance in OCB explained by the independent variables.

### IV. Results and Discussion

#### 1. Validity Tests

Validity tests were conducted to assess how accurately the indicators reflect the constructs that define the research variables. This test aims to determine whether the questionnaire items adequately represent the variables being studied. Based on the data processing results shown in Table 1, all indicators within the research variables were found to be valid, confirming that the data can be considered reliable for further analysis.

Table 1. Results of the Validity Test

Variables	Statement	$r_{count}$	$r_{table}$	Validity
Work Environment	The lighting in my workplace is very good, so it makes me comfortable working	0,740	0,444	Valid
	The available Air conditioner facilities are appropriate for the number of employees in my room	0,730	0,444	Valid
	Greenery around the workspace helps create good air humidity in my workplace	0,570	0,444	Valid

Variables	Statement	r <sub>count</sub>	r <sub>table</sub>	Validity
	Workplace infrastructure is adequate and supports employee work	0,556	0,444	Valid
	There is sufficient space for movement in the workplace to support employee work	0,512	0,444	Valid
	Employees feel safe working in the employee's workplace.	0,585	0,444	Valid
	The atmosphere of an employee's workplace can provide security at work	0,633	0,444	Valid
	There is a guarantee of security related to work	0,751	0,444	Valid
	Communication between colleagues is very harmonious	0,467	0,444	Valid
	Relationships between employees and fellow co-workers help employees at work.	0,618	0,444	Valid
Islamic Work Ethic	I complete the work within the specified time	0,553	0,444	Valid
	I am responsible for the tasks assigned to me	0,540	0,444	Valid
	I never delay time at work	0,527	0,444	Valid
	I am able to work together with superiors and co-workers	0,558	0,444	Valid
	Good work communication allows me to think positively at work	0,732	0,444	Valid
	My work environment frees me to think positively	0,566	0,444	Valid
	I always obey the regulations in the office where I work	0,732	0,444	Valid
	I arrive and leave work on time	0,774	0,444	Valid
	I never leave the workplace during working hours	0,600	0,444	Valid
	I am always diligent and serious in my work	0,609	0,444	Valid
	As an employee I am diligent in carrying out my work	0,626	0,444	Valid
	As an employee, I have done a good job	0,605	0,444	Valid
	The evaluation carried out by the secretariat can be a lesson for me	0,536	0,444	Valid
	The training provided by the secretariat can increase my knowledge at work	0,582	0,444	Valid
	The training materials provided by the secretariat can support my work	0,515	0,444	Valid
OCB	I don't spend much time complaining about trivial problems	0,626	0,444	Valid
	I don't spend much time eating lunch or resting	0,680	0,444	Valid
	I try to avoid creating problems for coworkers	0,678	0,444	Valid
	I enjoy helping co-workers who need help without expecting anything in return	0,541	0,444	Valid
	I am willing to replace the role or work of a colleague who is unable to attend	0,632	0,444	Valid
	I volunteer my time to help colleagues who have problems at work	0,722	0,444	Valid

Variables	Statement	r <sub>count</sub>	r <sub>table</sub>	Validity
	I regularly attend and participate in activities held at the office	0,600	0,444	Valid
	I always consider the best things to advance the Government Office in the future	0,652	0,444	Valid
	I am always looking for important information that is useful for the Office	0,722	0,444	Valid
	I always obey Office regulations even when no one is watching	0,567	0,444	Valid
	I easily adapt to changes that occur in government offices	0,574	0,444	Valid
	I continue to adapt and implement new policies implemented by the office even though they do not match my opinion	0,454	0,444	Valid
	I always avoid disputes between colleagues	0,657	0,444	Valid
	I always share information with colleagues or superiors before taking important action	0,781	0,444	Valid

## 2. Reliability Tests

Reliability tests are conducted to assess whether the measurement results are consistent and error-free, ensuring the measuring instruments' accuracy and dependability. In research, reliability indicates the degree to which an instrument produces stable and consistent results over time. A reliable instrument can be trusted to provide accurate data, which is essential for the validity of the study's findings. According to the reliability test results shown in Table 2, the measuring instrument used in this research is deemed highly reliable, with a Cronbach's Alpha value exceeding 0.05. This suggests that the instrument is 95% reliable, confirming its adequacy for data collection.

Table 2. Results of the Reliability Test

Variable	Cronbach Alpha	Information
Work Environment (X1)	0,913	Reliable
Islamic Work Ethics (X2)	0,929	Reliable
Organizational Citizenship Behavior (Y)	0,921	Reliable

## 3. Normality Test

The results of the normality test are presented in Table 3. To consider data to be normal, the significance value for each variable must be greater than 0.05 (Khatun, 2021). The results of the normality test show that the significance values are all greater than 0.05, indicating that the data can be considered normally distributed. Therefore, it can be concluded that the normality test has been met.

Table 3. Results of the Normality Test

		Work Environment	Islamic Work Ethic	OCB
N		61	61	61
Normal Parameters <sup>a,b</sup>	Mean	50.2295	2.7541	62.6721
	Std. Deviation	2.67951	4.55944	4.78442
	Absolute	.119	.148	.118
Most Extreme Differences	Positive	.119	.085	.067
	Negative	-.094	-.148	-.118

	Work Environment	Islamic Work Ethic	OCB
Kolmogorov-Smirnov Z	.933	1.155	.918
Asymp. Sig. (2-tailed)	.349	.139	.369

#### 4. Hypothesis Test

The analysis conducted in this study involves multiple statistical techniques to understand the relationship between the work environment and OCB among employees at the North Musi Rawas Regency DPRD Secretariat. Multiple linear regression provides an essential framework for analyzing the relationships. The results are presented in [Table 4](#).

Table 4. Results of Hypothesis Test

Model	Unstandardized Coefficients		Standardized Coefficients	t-count	Sig.
	B	Std. Error	Beta		
(Constant)	8.012	10.937			
1 Work Environment	.485	.115	.463	2.985	0.004
Islamic Work Ethic	.482	.195	.270	4.634	0.000

##### 4.1. The Influence of Work Environment on OCB

To assess the partial influence of the work environment on OCB, a t-test was performed, yielding a value of  $t = 2.985$ , which surpasses the critical t-value (2.032) at a significance level of 0.05. This result confirms that the work environment does have a statistically significant impact on OCB, supporting the hypothesis that a conducive work environment can promote behaviors that exceed basic job expectations. The importance of creating a positive and supportive atmosphere within an organization is underscored, as employees who feel comfortable and valued are more likely to engage in extra-role behaviors, such as helping colleagues, voluntarily contributing to organizational success, and maintaining a positive organizational culture.

The results of this study align with existing literature, reinforcing the understanding that a positive work environment contributes to higher levels of OCB. This is consistent with research by [Budiyanto and Oetomo \(2011\)](#), which also found that employees working in a good work environment are more likely to engage in OCB. Such behaviors, in turn, help organizations remain agile and responsive to changing business environments. However, the study also draws attention to critical aspects of the work environment that require improvement. For example, inadequate office space, poor air circulation, and insufficient work equipment can hinder employee morale and subsequently reduce OCB. Addressing these challenges can lead to a more engaged workforce, enhancing the organization's overall productivity and service delivery. This study emphasizes that organizations seeking to foster OCB should prioritize creating a supportive work environment that goes beyond physical space and equipment, focusing on a culture that encourages collaboration, respect, and a sense of purpose among employees.

##### 4.2. The Influence of Islamic Work Ethics on OCB

The result indicates the significant role of Islamic Work Ethics in shaping employees' OCB. It underscores a moderately strong relationship between Islamic Work Ethics and OCB, suggesting that Islamic Work Ethics plays a substantial role in influencing OCB but that other factors may also contribute to this behavior. This finding highlights the importance of fostering a strong ethical framework, particularly rooted in Islamic principles, to encourage behaviors that go beyond basic job responsibilities. It suggests that when employees internalize Islamic work ethics, which emphasize responsibility, honesty, and diligence, they are more likely to engage in extra-role behaviors that contribute positively to the organization's success. This result aligns with previous research by [Hadi et al. \(2023\)](#); [Nahrisah and Novita \(2023\)](#); [Nasution et al. \(2019\)](#); [Pasaribu et al. \(2023\)](#).

This finding also aligns with the broader understanding that while Islamic Work Ethics can significantly enhance employees' OCB, it may depend on other factors, such as leadership practices, organizational culture, and how ethical values are effectively communicated and integrated within the

organization. In the case of the North Musi Rawas Regency DPRD Secretariat, it appears that Islamic Work Ethics plays a vital role in fostering OCB, encouraging employees to go beyond their formal roles and engage in behaviors that benefit the organization as a whole. This suggests that organizations aiming to promote OCB should focus on nurturing a work culture that reflects the values of integrity, discipline, and responsibility as outlined in Islamic work ethics. The implications of this study are significant for organizations seeking to enhance employee performance through ethical frameworks. By incorporating Islamic Work Ethics into organizational practices, leaders can foster an environment where employees not only meet their job requirements but also exhibit behaviors that contribute to the overall success and cohesion of the organization. Integrating ethical values into daily work practices can lead to improved organizational performance, as employees who are committed to these values are more likely to demonstrate OCB, thus improving both the social dynamics and the overall output of the organization.

## 5. The R-Square

The value of the determinant coefficient (R square) obtained is 0.337 (see Table 5), which means that the variation in changes in the value of the OCB can be explained by all independent variables (Work Environment and Islamic Work Ethics) together (simultaneously) by 33.7%. Other variables, such as motivation, influence the remaining 66.3% (Widarko & Anwarodin, 2022), organizational commitment (Siswadi et al., 2023), et cetera, as explained by previous studies. Therefore, these findings can also be a basis for creating a more comprehensive research model in the future.

Table 5. R-square

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.580 <sup>a</sup>	.337	.314	396.326

## V. Conclusion

In conclusion, the findings highlight the critical role of the work environment in promoting organizational citizenship behaviors, which are essential for the success and sustainability of an organization. A comfortable, safe, and motivating work environment enhances employees' performance and encourages them to engage in behaviors that benefit the organization as a whole. Therefore, organizations must deliberate to improve their work environments, ensuring employees feel valued, supported, and motivated to contribute beyond their job descriptions. This study contributes to the growing body of research emphasizing the interconnection between work environment and employee behavior. It offers valuable insights for organizations seeking to optimize their work culture and performance.

Furthermore, this study also confirms that Islamic Work Ethics have a positive and significant influence on OCB. These findings offer valuable insights into the role of ethical principles in fostering extra-role behaviors. Future research could further explore the factors that mediate or moderate the relationship between Islamic Work Ethics and OCB, providing a more comprehensive understanding of how ethical frameworks influence organizational outcomes in diverse contexts.

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