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## FACTORS AFFECTING ORGANIZATIONAL EFFECTIVENESS AT EMPLOYEES OF PT. CIMB MERCHANT BANK

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KEYWORDS	ABSTRACT
Organizational Behavior; PT. Bank commercial climb; Organizational Effectiveness.	<b>Introduction:</b> In this study, we focus on Organizational Citizenship Behavior (OCB) as an extra role behavior and seek to examine the moderation of Organizational Citizenship Behavior mediated by Organizational Citizenship Behavior in the context of developing countries. <b>Methods:</b> This study aims to analyze the effect of Organizational Effectiveness, Organizational Citizenship Behavior, Happiness at Work, and Self-Efficacy, on employees of PT Bank Cimb Niaga, Tbk in Jakarta. This research was carried out in the form of a field study and used SPSS Amos data because the data was collected only at one time to look for relationships between variables. This sample was taken from employees of Private Banking Services, West Jakarta, in the customer, teller, marketing, finance, accounting, and IT department as respondents. The population studied is 240 employees in Private Banking Services in West Jakarta. <b>Result:</b> The description of data describes the respondents' characteristics based on the questionnaire's criteria. Male and female respondents have the same number because the sampling was conducted in the customer service, teller, marketing, finance, accounting, and IT divisions. <b>Conclusion:</b> Happiness at Work positively and significantly affects Organizational Citizenship Behavior at PT. Bank Cimb Niaga, Tbk in Jakarta. Self Efficacy has a positive and significant effect on Organizational Citizenship Behavior at PT. Bank Cimb Niaga, Tbk in Jakarta. Organizational Citizenship Behavior has a positive effect on Organizational Effectiveness at PT. Bank Cimb Niaga, Tbk in Jakarta.

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### INTRODUCTION

Literature shows that employees' extra-role behavior (company-specific behavior) is positively and significantly related to Organizational Effectiveness. In this study, we focus on Organizational Citizenship Behavior (OCB) as extra-role behavior and seek to examine the moderation of Organizational Citizenship Behavior mediated Organizational Citizenship Behavior in the context of developing countries. Research also shows that Organizational Citizenship Behavior contributes significantly to Organizational Effectiveness. Given its importance in predicting Organizational Effectiveness, Organizational Citizenship Behavior remains a prominent research theme in contemporary literature. These studies have examined Organizational Citizenship Behavior's antecedents or consequences, including Organizational Effectiveness (Anwar, SE, Muafi, Widodo, & John Suprihanto, 2022). It is well established that Organizational Citizenship Behavior leads to Organizational Effectiveness. However, there is a lack of evidence regarding the how (mediation) and when (moderation) components in Organizational Citizenship Behavior research.

Employees with good Organizational Citizenship Behavior will significantly assist companies or institutions in achieving their goals (Barlian, 2016). Not all employees practice Organizational Citizenship Behavior at work. Therefore, the Company believes employee engagement, organizational

commitment, and Organizational Citizenship Behavior can improve employee performance, especially at PT. Bank Central Asia, Tbk (Fatoni et al., 2018).

Organizational Citizenship Behavior can increase a company's competitive advantage because employees must work hard to satisfy consumer desires (Emilisa & Lunarindiah, 2018). Behavior that goes beyond formal obligations to an employee is influenced by corporate responsibility towards employees and the environment (Emilisa & Lunarindiah, 2018). Social responsibility is important because companies are in a society where every company activity impacts the environment (Emilisa & Lunarindiah, 2018). Organizational Citizenship Behavior is "free individual behavior and is not recognized by the formal reward system explicitly, and in the aggregate encourages the effective functioning of the organization" (Fatoni et al., 2018). The reason for choosing Self Efficacy (PsyCap-based variable) as an independent variable is that we want to expand the legitimacy of Organizational Citizenship Behavior by using a more contemporary and popular perspective, namely the PsyCap perspective. PsyCap has emerged as a popular contemporary framework for explaining the relationship between individual characteristics, beliefs, and task performance (Tayal et al., 2022).

Happiness At Work (HAW) is essential in motivating and retaining employees (Fisher, 2010). The concept of Happiness At Work is prevalent in Western countries or developed countries but has received less attention in developing countries. Happiness occurs when employees experience a pleasant and enjoyable work environment (Salas-Vallina & Alegre, 2021).

Bank effectiveness is neglected by particular challenges such as increasing competition, cultural shifts, changing regulatory compliance, disruptive technologies, changing business models, increasing customer expectations, customer retention, digitization, and continuous innovation. (Febrianty et al., 2020). These challenges have placed significant pressure on employees in the banking sector; for example, adopting disruptive technologies in banking is unavoidable to help its Effectiveness, but this can increase employee anxiety because it will impact their work in various ways (Tayal et al., 2022). Likewise, the other challenges mentioned above will harm employee performance and affect bank effectiveness. However, it is evident that the Effectiveness and sustainability of a bank significantly depend on a competent workforce that goes above and beyond and puts in extra effort (Tayal et al., 2022).

Diversity management practices are essential in private sector banks because technological innovation, disinvestment, and entry of foreign institutions have created a global working environment (Salas-Vallina & Alegre, 2021). According to (Manto, 2021), effective management of a diverse workforce generates significant benefits. It positively contributes to organizational success, whereas inappropriate diversity management causes conflict, absenteeism, turnover, and lower levels of Organizational Citizenship Behavior. Diversity management creates employee respect and inclusion and positively influences performance (Agustina & Mahfudz, 2021).

Happiness At work and diversity management help create a conducive organizational environment and are considered predictors of Organizational Citizenship Behavior (Rakahim, 2020). Happiness At work affects the perception of diversity management practices to which employees feel belonging. Limited studies are exploring the mediating effect of diversity management on the relationship between Happiness at Work and Organizational Citizenship Behavior. This study discusses this research gap. The reason behind this research is that when employees experience Happiness At Work and organizational HR policies support diversity, then employees tend to show organizational citizenship behavior.

Based on the background explanation above, the title of this study is: "The Influence of Happiness at Work and Organizational Citizenship Behavior on Self-Efficacy Mediated by Organizational Effectiveness on PT Bank Cimb Niaga Tbk's employees in Jakarta."

This research aims to analyze the influence of Organizational Effectiveness, Organizational Citizenship Behavior, Happiness at Work, and Self Efficacy on PT Bank Cimb Niaga, Tbk employees in Jakarta. The organizational theory includes a high-level goals approach, a resource systems approach, a process approach, and a multi-component approach to understanding organizational Effectiveness. Define Organizational Effectiveness as the achievement of participant-driven goals. This is measured comprehensively by combining financial, operational, structural, and attitudinal/behavior indicators to provide satisfaction and enable the long-term survival and sustainability of the organization.

## **METHODS**

Our research results are supported by previous research conducted in different cultural settings (Salas-Vallina & Alegre, 2021) (Tayal et al., 2022). Hypothesis testing was conducted to test the effect of Happiness at Work and Self Efficacy on Organizational Effectiveness mediated by Organizational Citizenship Behavior among Private Banking Service employees in Jakarta. This research was carried out as a field study and used SPSS Amos data because the data was collected only at one time to look for relationships between variables. The unit of analysis used is the individual, namely employees of PT Bank Cimb Niaga in Jakarta.

The sampling method used in this study is target sampling, which is a method that takes into account specific criteria (Firmansyah, 2022). This sample was taken from employees of Private Banking Services in West Jakarta in the customer, teller, marketing, finance, accounting, and IT departments as respondents. The population studied is 240 employees in Private Banking Services in West Jakarta. When identifying studies, the minimum sample size used is 5-10 times the number of question items. This study has 48 question items. Therefore, the number of samples to be used in this study are:

Sample size = number of question items x 5 (minimum sample) or 10 (maximum sample)

- Minimum sample =  $48 \times 5 = 240$
- Maximum sample =  $48 \times 10 = 480$

From the explanation above, it is known that the minimum sample size in this study is 240 respondents, and the maximum sample is 480 respondents. Then the sample used in this study is a minimum sample of 240.

## **RESULTS AND DISCUSSION**

### **A. Data Description**

The description of data describes the respondents' characteristics based on the questionnaire's criteria. Following are the results of the tabulation of the characteristics of the respondents based on the results obtained:

#### **1. Gender**

**Table 1. Respondents' Demographic Characteristics by Gender**

<b>Gender</b>	<b>Employee</b>	
	<b>Frequency</b>	<b>Percentage (%)</b>
Male	102	41.5
Female	144	58.5
Total	246	100

Source: Data processed using SPSS version 23

Table 1 shows the profile of respondents based on gender. The number of male and female employees is the same, namely 246 employee respondents each.

The number of male and female respondents is the same because the sampling was conducted in the customer service, teller, marketing, finance, accounting, and IT divisions. Where in the customer service, teller, and marketing division, the majority of respondents were women and in this division, there was a more significant number of respondents, and the majority of respondents were women men who were considered to have deeper capabilities to do heavy work and in other divisions (finance, accounting, and IT ) ( Anisa , 2019) .

## 2. Age

**Table 2. Demographic Characteristics of Respondents by Age**

Age	Employee	
	Frequency	Percentage (%)
20-25 years	190	77.2
26-30 years	43	17.5
31-35 years	10	4.1
36-40 years	1	0.4
≥ 40 years	2	0.8
Total	246	100

Source: Data processed using SPSS version 23.

Table 2 shows the profile of respondents based on age. Employees aged between 20 to 25 years were the majority, obtained as many as 190 people compared to employees aged 36 to 40 years of 1 person and over 40 years of 2 people.

Employees aged 20 to 25 years have more enthusiasm at work so that these employees can make a better contribution to the Company. This age range can be categorized as productive age; that is, a person has more energetic characteristics to work hard and smart, has views and plans for life ahead and is independent.

## 3. Last Education

**Table 3. Demographic Characteristics of the Latest Education Respondents**

Last education	Employee	
	Frequency	Percentage (%)
Diploma III	34	13.8
Bachelor I	209	85.0
Undergraduate II	1	0.4
Undergraduate III	2	0.8
Total	246	100

Source: Data processed using SPSS version 23.

Table 3 shows the profile of respondents based on the employee's last education. Employees who have the last education at bachelor level (Bachelor I) are seen in the majority, obtained as many as 209 respondents compared to employees who have the last education (Bachelor II) by one respondent, last education (Bachelor II) by two and diploma (D III) by 34 respondents. Seeing the fact that the number of employees with an undergraduate education level I is recruited more by companies compared to employees with an education level (Bachelor II), (Bachelor III) and diploma (D III), this is because companies need more employees who have the last undergraduate education ( Bachelor I) who are considered able to carry out the tasks assigned following the procedures set by the Company.

## B. Data analysis

The statistical results of the variables Happiness at Work, Self Efficacy, Organizational Citizenship Behavior, and Organizational Effectiveness can be seen in the table below:

### 1. Happiness At Work

**Table 4 Descriptive Statistics of Happiness at Work**

Happiness At Work Statement Items	Means
At My Workplace, I Feel Full of Energy.	4,305
I find the work I do meaningful and purposeful.	4,333
Time flies when I am working.	4,431
At My Job, I Feel Strong and Passionate.	4,362
I Am Enthusiastic with My Job.	4,317
When I Work, I Forget Everything Else Around Me.	3,785
My Work Inspires Me.	4,098
I Feel Happy When I Work Intensely.	4,244
I Am Proud of The Work I Do.	4,431
I Am Immersed in My Work.	3,801
I Can Keep Working for A Very Long Time at A Time.	3,955
For Me, My Job Is Challenging.	4,207
I Get Away When I Work	4,122
At My Job, I am Very Tough, mentally.	4,228
It's Hard to Get Away from My Job.	3,923
At My Workplace, I Always Survive, Even When Things Aren't Going Well.	4,191
Means	4,171

Source: Data processed using SPSS version 23

In Table 4 above, the total Mean is 4,171, which means that respondents feel Happiness at Work at PT. Bank Cimb Niaga Tbk in Jakarta. This shows the lowest Mean value of 3,785, which means that employees simply feel they forget everything around them when they are working.

### 2. Self Efficacy

**Table 5 Descriptive Statistics of Self Efficacy**

Self-Efficacy Statement Items	Means
I will be able to achieve most of the goals that I have set for myself.	4,402
When faced with a difficult task, I believe I will complete it.	4,346
In general, I think I can achieve the results that are important to me.	4,537
I can succeed at almost any endeavor I set my mind on.	4,472
I will successfully overcome many challenges.	4,224
I am confident that I can perform many different tasks effectively.	3,874
Compared to other people, I can do most tasks very well.	4,276
Even when things are difficult, I can perform quite well.	4,402
Means	4,317

Source: Data processed using SPSS version 23

Table 5 above shows that the total Mean is 4,317, which means that the respondent feels Self Efficacy at PT. Bank Cimb Niaga, Tbk in Jakarta. This shows the lowest Mean value of 3,874, which means that employees feel confident that they can do many different tasks effectively.

### 3. Organizational Citizenship Behavior

**Table 6 Descriptive Statistics of Organizational Citizenship Behavior**

Organizational Citizenship Behavior Statement Items	Means
I help colleagues in need.	4,398
I help co-workers with work-related problems.	4,435
I try to be very thorough when I work.	4,358
I try to be disciplined even when others do not supervise me.	4,362
I instruct my co-workers to follow the rules and regulations.	4,301
I voluntarily do extra work.	4.142
I try to tell my co-workers to correct their mistakes if something goes wrong.	4.138
I can finish all my work.	4,313
Means	4,306

Source: Data processed using SPSS version 23

Table 6 above shows that the total Mean is 4,306, which means that respondents really feel the Organizational Citizenship Behavior at PT. Bank Cimb Niaga, Tbk in Jakarta. This shows the lowest Mean value of 4.138, which means that employees try to tell their co-workers to correct their mistakes if something goes wrong.

#### 4. Organizational Effectiveness

**Table 7. Descriptive Statistics of Organizational Effectiveness**

Statement Items.	Means
The Company Follows Formalized Strategic Planning.	4,289
Increasing Company Market Competition.	4,382
The Company Has Various Kinds of Clients.	4,488
Markets in which the company acts are diversified.	4,325
The Company Has Product Diversification.	4,268
The Company Considers Society When Planning Its Actions.	4,179
The Company Analyzes Its Independence with Relation to Suppliers.	4,183
Companies Analyze Economic Dynamics in Planning Their Actions.	4,252
The Company Considers the Effect of Regulatory Group Performance in Planning Actions.	4,256
Technology Is a Fundamental Variable in Corporate Planning.	4,337
Companies evaluate their product life cycles and innovations per market demand to achieve strategic collaborations.	4,305
The Company Encourages Partnership Policies with Other Companies to Achieve Strategic Collaboration.	4,370
The Company Evaluates Its Market Image.	4,407
Innovation is a Strategic Focus for the Company.	4,447
The Company Evaluates the Possible Environmental/Ecological Impacts of Its Actions.	4,317
The Company Analyzes the Effect of Political Scenarios in Planning Actions.	4,256
Means	4,316

Source: Data processed using SPSS version 23.

Table 7 above shows that the total Mean is 4,316, which means that the respondent feels the Organizational Effectiveness at PT. Bank Cimb Niaga, Tbk in Jakarta. This shows the lowest Mean value of 4,179, which means that the Company considers the community when planning its actions.

#### 5. Hypothesis Test Results

Test hypothesis the test aims to determine whether there is influence from the variable independent of the dependent variable mediated by intervening variables. Testing the hypothesis in this study was carried out using the simple linear regression analysis method, and the following result:

**a. Hypothesis 1 :**

Hypothesis First test influences Happiness At Work on Organizational Citizenship Behavior, in where is the hypothesis alternative (Ha) is as follows :

**Ha 1: Happiness at Work positively affects Organizational Citizenship Behavior.**

**Table 8. Hypothesis Test Results**

Hypothesis	Estimation (B)	P-Value (< 0.05)	Decision
Happiness At work → Organizational Citizenship Behavior	0.330	0.000	Ha1: Supported

Source: Data processed using AMOS version 23.

Happiness at work has a coefficient value of 0.330, meaning that the higher the perception of Happiness at Work can increase the perception of Organizational Citizenship Behavior is equal to 0.330 units. The results of statistical testing showed a beta sign following the proposed hypothesis, where Happiness at Work has a positive effect on Organizational Citizenship Behavior in the output table above. Based on the test results above, it obtained a significance value of  $0.000/2 = 0.000 < 0.05$  (alpha 5%) so that Ho was rejected or Ha was accepted, and it can be concluded that statistically, there is a significant positive effect between Happiness at Work on Organizational Citizenship Behavior.

**b. Hypothesis 2 :**

The second hypothesis examines the effect of Self Efficacy on Organizational Citizenship Behavior, whereas the alternative hypothesis (Ha) is as follows :

**H a 2: Self Efficacy positive effect on Organizational Citizenship Behavior.**

**Table 9 Hypothesis Test Results s**

hypothesis	Estimation (β)	p-values (< 0.05)	Decision
Self Efficacy → Organizational Citizenship Behavior	0.668	0.000	Ha2: supported

Source: Data processed using AMOS version 23

Self Efficacy has a coefficient value of 0.668, meaning that the higher the perception of Self Efficacy, can increase the perception of Organizational Citizenship Behavior is equal to 0.668 units. The results of statistical tests showed a beta sign following the proposed hypothesis, which is Self Efficacy a positive effect on Organizational Citizenship Behavior in the output table above. Based on the test results above, it obtained a significance value of  $0.000/2 = 0.000 < 0.05$  (alpha 5%) so that Ho was rejected or Ha was accepted, and it can be concluded that statistically, there is a significant positive effect between Self Efficacy on Organizational Citizenship Behavior.

**c. Hypothesis 3 :**

The third hypothesis examines the influence of Organizational Citizenship Behavior on Organizational Effectiveness, whereas the alternative hypothesis (Ha) is as follows:

**Ha3: Organizational Citizenship Behavior has a positive effect on Organizational Effectiveness.**

**Table 10. Hypothesis Test Results s**

hypothesis	Estimation ( $\beta$ )	P- values ( $< 0.05$ )	Decision
Organizational Citizenship Behavior $\rightarrow$ Organizational Effectiveness	0.309	0.004	Ha3: supported

Source: Data processed using AMOS version 23.

Organizational Citizenship Behavior has a coefficient value of 0.309, meaning that the higher the perception of Organizational Effectiveness, the higher the perception of Organizational Effectiveness is 0.309 units. The results of statistical tests showed a beta sign following the proposed hypothesis, where Organizational Citizenship Behavior had a positive effect on Organizational Effectiveness in the output table above. Based on the test results above, it obtained a significance value of  $0.008/2 = 0.004 < 0.05$  (alpha 5%) so that  $H_0$  was rejected or  $H_a$  was accepted, and it can be concluded that statistically, there is a significant positive effect between Organizational Citizenship Behavior on Organizational Effectiveness.

**d. Hypothesis 4 :**

The fourth hypothesis examines the effect of Happiness At Work on Organizational Effectiveness, whereas the alternative hypothesis ( $H_a$ ) is as follows:

**H a4: Happiness at Work has a positive effect on Organizational Effectiveness.**

**Table 11. Hypothesis Test Results**

hypothesis	Estimation ( $\beta$ )	p-values ( $< 0.05$ )	Decision
Happiness At work $\rightarrow$ Organizational Effectiveness	0.291	0.001	Ha4: supported

Source: Data processed using AMOS version 23.

Happiness at work has a coefficient value of 0.291, meaning that the higher the perception of Happiness at Work, can increase the perception of Organizational Effectiveness, which is equal to 0.291 units. The results of statistical testing showed a beta sign following the proposed hypothesis, where Happiness at Work has a positive effect on Organizational Effectiveness in the output table above. Based on the test results above, a significance value of  $0.002/2 = 0.001 < 0.05$  (alpha 5%) is obtained so that  $H_0$  is rejected or  $H_a$  is accepted, and it can be concluded that statistically, there is a significant positive effect between Happiness at Work on Organizational Effectiveness.

**e. Hypothesis 5 :**

The fifth hypothesis tests the influence of Happiness at Work on Organizational Effectiveness is mediated by Organizational Citizenship Behavior, where the alternative hypothesis sounds ( $H_a$ ) is as follows:

**H a5: Happiness at Work positively affects Organizational Effectiveness mediated by Organizational Citizenship Behavior.**

**Table 12. Hypothesis Test Results s**

hypothesis	Estimation ( $\beta$ )	P- values ( $< 0.05$ )	Decision
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Happiness At work → Organizational Effectiveness→ Organizational Citizenship Behavior	0.102	0.000	Ha5: supported
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Source: Data processed using AMOS version 23

The calculation results show that Happiness at Work affects Organizational Effectiveness, as indicated by a coefficient value of 0.102. Increased Happiness at Work will increase Organizational Effectiveness by 0.102 units or vice versa, which Organizational Citizenship Behavior mediates. These results indicate that the theoretical hypothesis proposed is proven to have a positive indirect effect between Happiness at Work on Organizational Effectiveness which is mediated by Organizational Citizenship Behavior and has a significance value of  $0.000 < 0.05$  (alpha 5%).

**f. Hypothesis 6 :**

The sixth hypothesis tests the effect Self Efficacy on Organizational Effectiveness, whereas the alternative hypothesis (Ha) sounds as follows:

**H a6: Self Efficacy positive effect on Organizational Effectiveness.**

**Table 13. Hypothesis Test Results s**

hypothesis	Estimation ( $\beta$ )	p-values (< 0.05)	Decision
Self Efficacy → Organizational Effectiveness	0.391	0.0015	Ha6: supported

Source: Data processed using AMOS version 23.

Self Efficacy has a coefficient value of 0.391, meaning that the higher the perception of Self Efficacy, the more it can increase the perception of Organizational Effectiveness, equal to 0.391 units. The results of statistical tests showed a beta sign following the proposed hypothesis, which is Self Efficacy positive effect on Organizational Effectiveness in the output table above. Based on the test results above, it obtained a significance value of  $0.003/2 = 0.0015 < 0.05$  (alpha 5%) so that Ho was rejected or Ha was accepted, and it can be concluded that statistically, there is a statistically significant positive effect between Self Efficacy on Organizational Effectiveness.

**g. Hypothesis 7 :**

The seventh hypothesis tests the influence Self Efficacy on Organizational Effectiveness is mediated by Organizational Citizenship Behavior, where the alternative hypothesis sounds (Ha) is as follows:

**H a7: Self Efficacy has a positive effect on Organizational Effectiveness mediated by Organizational Citizenship Behavior.**

**Table 14. Hypothesis Test Results s**

hypothesis	Estimation ( $\beta$ )	p-values ( $< 0.05$ )	Decision
Self Efficacy $\rightarrow$ Organizational Effectiveness $\rightarrow$ Organizational Citizenship Behavior	0.206	0.000	Ha5: supported

Source: Data processed using AMOS version 23.

The calculation results show that Self Efficacy affects Organizational Effectiveness, as indicated by a coefficient value of 0.206. An increase in Self Efficacy will increase Organizational Effectiveness by 0.206 units or vice versa, which Organizational Citizenship Behavior mediates. These results indicate that the theoretical hypothesis proposed is proven to have a positive indirect effect between Self Efficacy on Organizational Effectiveness, which is mediated by Organizational Citizenship Behavior and has a significance value of 0.000  $< 0.05$  (alpha 5%).

## CONCLUSION

Based on the research objectives that have been stated in the previous chapter regarding the influence of Happiness at Work and Self Efficacy on Organizational Effectiveness mediated by Organizational Citizenship Behavior at PT Bank Cimb Niaga, Tbk, it is concluded that: 1. Happiness at Work has a positive and significant effect on Organizational Citizenship Behavior on employees of PT. Bank Cimb Niaga, Tbk in Jakarta. 2. Self Efficacy has a positive and significant effect on the Organizational Citizenship Behavior of employees of PT. Bank Cimb Niaga Tbk in Jakarta. 3. Organizational Citizenship Behavior positively affects Organizational Effectiveness at PT. Bank Cimb Niaga, Tbk in Jakarta.

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