Shared vision-based teamwork cohesiveness: catalyst for organizational commitment and organizational citizenship behavior (self congruence theory perspective)

Muhammad Risal Tawil[1*], Ahmad Amiruddin[2],Yohanis Rongre[2], Sudirman Sudirman[2], Abdul Malik[3]
[1]Program Doktor STIE Amkop, Makassar, Indonesia
[2]Jurusan Kesehatan, Politeknik Baubau, Indonesia
[3]Jurusan Ekonomi dan Bisnis, Politeknik Baubau, Indonesia

Article Info

ABSTRACT

The study reviews the important role of Shared Vision-Based Teamwork Cohesiveness (SVBTC) in bridging Organizational Commitment (OC) and Organizational Citizenship Behavior (OCB) in employees of an organization. One of the positive behaviors that are expected to grow in an organization is the presence of high OC and OCB in employees. This study confirms that employees who have good OC are not always supported by good OCB through a review of various previous studies. In this study, a catalyst in the form of Shared Vision-Based Teamwork Cohesiveness (SVBTC) is presented from the point of view of Self Congruence Theory (SCT) which is believed to strengthen the relationship between OC and OCB. Applying for a literature review, this study provides a new perspective on the factors that can increase OCB for employees in an organization.

Corresponding Author:

Muhammad Risal Tawil,
STIE Amkop
Email: risaltawil@gmail.com

Introduction

Human resources are the most important asset for an organization (Paillé et al., 2020). Human resources are the main capital for organizations to carry out their functions (Ahlvik et al., 2016). Only organizations that can manage human resources well will be able to survive and compete in the future (Benoy & Morley, 2020). Managing human resources well will make the organization more competitive and develop (Chung et al., 2014). Along with the times, human resource problems are also becoming more complex. Human resource management studies have also penetrated psychological capital (de Brito & de Oliveira, 2020). This is driven by the many studies that report that new forms of human resource problems in organizations are psychological and have a huge impact on organizations (Sundiman, 2017).

Workers who are strongly influenced by psychological aspects in their interactions with a job have been widely studied from a management point of view, how the performance of an employee is measured such away from the output and outcome of his work. Problems arise when the organization requires a change in an employee's perspective, attitude, and way of working to follow its strategy in facing its business challenges. In this condition, studying aspects of psychological capital becomes important to be studied and conceptualized. This study attempts to describe several aspects of psychological capital that are the main problems of the

organization, including perceived organizational support (POS), organizational commitment (OC), and organizational citizenship behavior (OCB).

Several previous studies reported that good POS and OC had a significant positive impact on OCB (El Shaer, 2019; Kim et al., 2020; Mamman et al., 2012; Wombacher & Felfe, 2017; Zeinabadia, 2010), but another study stated differently where good POS and OC did not contribute to the improvement of OCB (Bogler & Somech, 2004; Cheasakul & Varma, 2016; Salehi & Gholtash, 2011; Zeinabadi & Salehi, 2011). The inconsistency of the results of these previous studies became a research gap that prompted us to conduct a study by presenting the concept of shared vision based teamwork cohesiveness (SVBTC) to fill the research gap (Loveday et al., 2021; Michalisin et al., 2004; Worley et al., 2020).

Method

This study used a literature review method based on theoretical studies and references to reputable scientific journal articles. The study covers the concepts of perceived organizational support (POS), organizational commitment (OC), shared vision-based teamwork cohesiveness (SVBTC), and organizational citizenship behavior (OCB). The study was carried out with systematic steps, which included: determining concepts and building logic between concepts, building study models, setting criteria for articles from reputable journals, and selecting articles in journals that meet the criteria (Partridge et al., 2010). In this study, only articles from reputable journals indexed by Scopus were used as material for analysis of each research concept. We browse journal articles using Publish or Perish software and Vos Viewer (Ertaş &Kozak, 2020; Wang, 2014). We assigned 15 articles on each concept to be studied with this protocol. In the next stage, content analysis is carried out on articles from selected reputable journals by elaborating their meanings and writing diction, narratives, and arguments from study concepts based on hermeneutics and the researcher's perspective (Long, 2016; Mezghani et al., 2016).

Results and Discussion

This study was developed with its roots in Self Congruence Theory (SCT) (Japutra et al., 2019). This theory focuses on discussing the concept and self-image, where each individual will have a picture of himself (R. Chen et al., 2020; Lee et al., 2020). Everyone has a perspective that he is someone who has images such as a rational person, considerate person, analytical person, meticulous person, caring person, a person who has high social sensitivity, and various other views (Abosag et al., 2020). This perspective will underlie the action. Self-concept or self-image in this theory becomes the basis for thinking someone about who he is and what he wants to be like (Belanche et al., 2021). This self-concept is a perception built from the internalization and meaning of a person towards himself personally. The formation of self-concept is also influenced by environmental factors and close relationships between humans (Choi et al., 2020; Flurry et al., 2021). Relationships between individuals that are intimately and continuously intertwined become one of the factors that form a person's perception of the attitude that should be displayed and the actions that must be taken (Hosany & Martin, 2012). This study proposes a concept from the SCT perspective, namely shared vision-based teamwork cohesiveness (SVBTC). This concept is believed to be a good catalyst to improve the relationship between OC and OCB. In addition, it should be noted that the discussion of the entire concept of this study is rooted in SCT.

Perceived Organizational Support (POS)

In this study, perceived organizational support (POS) is an employee's perspective on how the organization pays attention and cares for itself (Jin & Tang, 2021). This perception is constructed from 5 points of view used as indicators in this study. First; is fairness, namely the establishment of POS from equality and fair treatment of the organization to employees (Chiang & Hsieh, 2012). In the employee's view, the realization of fair treatment is much influenced by the state of the work environment, where someone who is closely acquainted with the work environment can easily identify the condition of the organization so that they can understand the principles of justice applied by the organization (Uppal, 2017; Vatankhah et al., 2017). In addition, organizational justice can also grow from employee assessments of human relations, where equal treatment of all employees or proportional treatment based on certain responsibilities of the organization will build the perception that the organization has acted fairly towards employees (Arshadi, 2011; Bunner et al., 2021).

Second, recognize achievement, namely the formation of POS that comes from the organization's recognition of employee achievements (Y. Liu et al., 2019). Employee achievements in this context are limited to meeting organizational targets. They include broader aspects such as the ability to solve problems in the work environment and other social benefits that employees provide to the organization (Pazy, 2011). Third,

supervisory support, namely the establishment of POS from superior support for employees. Superior support in this context is an inherent and familiar concern in a professional and proportional context in the work environment (Van den Broeck et al., 2014). In terms of assessment by the leadership, it is expected that employees will be involved to provide input for consideration. This is intended so that organizational leaders provide a comprehensive assessment by including the attributes of the amount of support from colleagues (Beheshtifar, 2012). The ability to glue and contribute to maintaining human relationships in the organization should be part of the assessment (J. Y. Liu et al., 2015).

Fourth, job conditions, namely the formation of POS from working conditions. Adapting the work environment and improving the quality of the workplace contribute directly to work comfort (Walters & Raybould, 2007). Improving the quality of the work environment does cover not only physical aspects but also includes social and psychological aspects of employees, where the work environment must support the growth and development of good working relationships, realize knowledge sharing that encourages the creation of collective intelligence, and create a dialogical and harmonious atmosphere for a mentoring culture. and good work direction (Hau-siu Chow et al., 2006; Salehzadeh et al., 2014).

Fifth, giving help is formed from the organization's presence when employees need help. This indicator has a strong influence because it directly touches on the psychological aspects that are quite deep in employees. The presence of the organization when employees need help is very meaningful (Tsai et al., 2015). The organization's presence will have a deep impression if the contribution given does not only cover the financial aspect but something emotional in the form of attention and familiarity with the organization. (McCarthy et al., 2013). POS, supported by the five components mentioned above, is believed to encourage the creation of good OC (Hirschi & Spurk, 2021; C. Liu et al., 2020). Based on the literature study conducted, we found that POS is closely related to OC in this study. The better the employee's POS, the better the employee's OC (Islam et al., 2013; Makanjee et al., 2006; Panaccio & Vandenberghe, 2009).

Organizational Commitment (OC)
Organizational commitment (OC) is one of the important things that organizations need to grow and develop amid very tight competition (Memari et al., 2013). OC is a big capital for organizations to transform at a higher level and expand business in various sectors and work areas (David et al., 2015). Five important aspects build a strong OC in an organization. First; is employee willingness, namely the willingness to survive in the organization. The will to survive in the organization is more influenced by the relationships between humans (Rajabi et al., 2021). Organizations that can build relationships between people, maintain them, and view them as valuable investments will easily build OC (Imamoglu et al., 2019). A good relationship built in the organization is the main condition for the growth of a better personality. Furthermore, this positive personality becomes a tool to drive various programs to achieve the organization's vision, mission, and goals (David et al., 2015).

The second; is employee loyalty, namely the existence of loyalty to the organization. Loyalty to the organization is not only determined by the organization's contribution to employees. Still, it is also influenced by human relations in the work environment and professional intimacy that provides many benefits such as sharing work experiences, sharing in problem-solving, and sharing knowledge in mentoring activities (Hanaysha, 2016; Sopiah et al., 2020). This intense knowledge sharing can encourage the presence of emotional bonds between employees to create intimacy within the organization. Through familiarity within the organization, the view that each employee is a party who will make a major contribution to the organization can be realized (Ferijani, 2020). Therefore, their existence becomes an important part of the organization and a great team member (Fournier et al., 2021).

The third is employee pride, namely the formation of OC by a sense of pride. Employee pride in the organization can be of various types and forms, but in general, a sense of pride and salute is formed from teamwork with maximum results and high quality (Mahjoub et al., 2018). Quality work activities that are fully supported by the organization directly trigger a sense of respect and pride towards the organization. Besides that, pride is also driven by maintaining positive values in the organization, such as respect for human values, tolerance, and the spirit of cohesiveness in diversity (Labrague et al., 2018).

Fourth is; the intention to stay, namely the formation of OC by the presence of a positive intention to remain in the organization. The desire to stay and stay as a member of the organization will create high OC (Kelly, 2015). Psychological factors mostly drive an employee's intention to stay, and financial factors drive a small part. The main factors in creating the intention to stay are a sense of comfort at work, the opportunity to grow a better character, the creation of career opportunities, and the realization of good awards from the organization (Zhou et al., 2020). In addition, a positive work environment, professional cohesiveness, and concern for sharing solutions are supporting factors for employee intention to stay (Kotzé & Nel, 2020).

The fifth is employee indebtedness, namely the formation of OC from the organization's services to employees (Ali & Zahari, 2014). Employee debt is a form of employee attachment to the organization. Employees who are bound to the organization are generally based on the presence of the organization's attention when employees need help and the organization's concern for special moments for employees (Sadeghi & Razavi, 2020). The strongest thing that creates employee engagement is the existence of special gifts or gifts from the organization to employees whose value is very valuable. This gift directly becomes the employee's indebtedness which automatically gives OC (Fornes & Rocco, 2004; Wu & Chen, 2018).

OC constructed from the five indicators mentioned above will be able to encourage good OCB. This study found that OC has a relationship with OCB (López-Cabarcos et al., 2020; Tefera & Hunsaker, 2020; Wombacher & Felfe, 2017). However, this relationship is still inconsistent because several previous studies stated that good POS does not fully encourage the creation of good OCB in employees (Makanjee et al., 2006; Panaccio & Vandenberghe, 2009).

Shared Vision-Based Teamwork Cohesiveness (SVBTC): A Self Congruence Theory
Many factors determine organizational growth and development. One of them is human resources as a driver in the organization (Japutra et al., 2019). The dynamics of human resource management are a major concern in developing self-congruence theory (SCT). The complexity of human resource problems demands deeper attention be solved systematically and logically (Xu et al., 2019). The existence of self-concept in the employee's personality is the entrance to understanding further the mindset, attitudes, and actions that tend to be carried out (R. Chen et al., 2020; Lee et al., 2020). From the SCT perspective, the key to overcoming employee problems related to the organization lies in collective cohesiveness. Many person-organizational problems can be solved properly (Connelly et al., 2016; Fruhen & Keith, 2014).

In this study, SCT was adopted for several reasons. First, teamwork with different experience backgrounds can create different professional interactions with one another (Kumar & Kaushik, 2022). These unequal attitudes and work patterns in the work team can create congruence problems that directly affect employees' OC and OCB. Second, fellow employees may be in different processes shaping the quality of their work-life in the organization (Schyns et al., 2020). Different backgrounds, such as differences in reacting to individual decisions and opportunism for short-term benefits rather than long-term organizational goals, can lead to disharmony in the organization and hinder the realization of employee OCB (Kumar & Kaushik, 2022).

Third, Differences in goals between individuals caused by differences in career orientation can be an obstacle to congruence in the organization and impact the failure of creating OCB (Wombacher & Felfe, 2017). Fourth, As in most organizations, every employee is expected to create positive cohesion. However, psychological barriers can hinder the realization of congruence, which simultaneously delays the creation of OCB (Suk et al., 2020). Efforts to reduce these congruence barriers in achieving good OCB must be a management priority. The steps that can be taken include: First, there must be a deliberate effort to address organizational congruences that could potentially hinder the creation of OCB. Therefore, we think that teamwork cohesiveness can be developed to build a shared vision (Michalisin et al., 2004; Montes et al., 2005). Second, developing teamwork cohesiveness based on creating a shared vision is believed to improve OC and OCB (Kim et al., 2020; Leephaijaroen, 2016). Therefore, every organization member must view the organization as a forum for joint development to achieve common goals (Chiniara & Bentein, 2018). Rooted in SCT, this study develops the concept of Shared Vision-Based Teamwork Cohesiveness (SVBTC) as a solution for OC and OCB mediation. We think that SVBTC should be built as a formal and systematic process within the organization to significantly impact employee OCB (Rosh et al., 2012; Tekleab et al., 2016).

Five indicators from SVBTC: First, I enjoyed working with my teammates, namely the comfortable and happy situation created when working with a team. A happy and happy atmosphere in teamwork cohesiveness will stimulate calm at work and eliminate various work worries to facilitate the creation of innovative and creative ideas. Besides that, an enjoyable work atmosphere in the organization can directly encourage OC improvement and trigger an increase in employee OCB (Tharikh et al., 2016; Zehir et al., 2012). Second, I wish I were on a smart team, namely SVBTC, formed through positive expectations, and I always want to be in a great and intelligent team. This kind of hope becomes valuable capital for organizations to create teamwork cohesiveness that shares new ideas to complete tasks and share experiences to synergize in new tasks and jobs. Positive expectations in great teamwork will be able to maintain good congruence values so that it has an impact on improving employee OCB. Third, the team worked well together, namely SVBTC, formed from collaboration and smart work. With good cohesiveness, it is hoped that all teamwork can react in the same way when changes occur or design steps to achieve better OCB. Therefore, SVBTC can be an interactive mode to align OCs and build more effective OCBs. Fourth, everyone contributed to the discussion, namely SVBTC, formed from all parties' contributions. The involvement of all components will maximize cohesiveness so that the shared vision among employees goes well. The collective contribution of all teamwork

can automatically improve employee OCB (W. J. Chen, 2016; Çınar & Karcıoğlu, 2015). Fifth, I trust that my teammates will do their fair share of the work, namely SVBTC, formed from work activities in a fair, proportionate, and professional manner. Realizing good work activities will encourage good work professionalism to realize teamwork cohesiveness. Then the cohesiveness maintained in the organization will present a feeling of being attached to the organization, increasing the OCB of employees (Loveday et al., 2021; Michalisin et al., 2004).

We believe that SVBTC is a force that can be an organizational catalyst to facilitate OC and encourage the improvement of OCB (Fruhen & Keith, 2014; Martin & Good, 2014). SVBTC is also a hub for intellectual power to anticipate organizational congruence issues in the form of individual divergence, which can be transformed into organizational convergence to encourage OC improvement and better OCB achievement. Thus, it can be understood that SVBTC aims to build a center of intellectual strength which consists of a collection of soft competence attributes as outlined in the indicators as a result of deliberate and logical knowledge investment (Suk et al., 2020; Xu et al., 2019). SVBTC can be the basis for organizations developing and improving OCB for the following reasons. First, the intellectual strength embedded in the SVBTC will produce a good spirit of innovation to seek breakthroughs to develop more adaptive dimensions and indicators to become engines for improving OCB (Loveday et al., 2021). Second, in the SVBTC concept, teamwork cohesiveness can be developed in more specific indicators to encourage employees to have better OCB from day to day (Michalisin et al., 2004; Morela et al., 2013). Third, SVBTC can be a new concept to build various innovations in improving employee OCB (Tekleab et al., 2016).

Organizational Citizenship Behavior (OCB)

In this study, organizational citizenship behavior (OCB) is an employee concern for the organization (Podsakoff et al., 2000). This concern is manifested in 5 forms of indicators. First, Altruism is behavior that voluntarily helps co-workers by involving themselves completely until the helping activity is complete (Özdemir & Ergun, 2015). This self-involvement in helping is also done intimately by removing psychological barriers so that the process of sharing knowledge for problem-solving can run well. Employees with high Altruism will also try to take over the duties of absent employees and offer to complete the tasks of employees who experience work overload (Yu et al., 2018). Employee initiatives like this will solve many organizational problems (Demir, 2015).

Second, Conscientiousness is behavior that exceeds the work standards set by the organization, such as attendance that exceeds the minimum work requirements and enforcement of discipline or organizational rules even though there is no supervision over him (Fehr et al., 2017). He also voluntarily encourages himself to improve his knowledge, skills, and competencies, including following, studying, and applying the latest technology from his field of expertise. Employees with high Conscientiousness will have an internal drive to throw themselves into completing tasks better, repeating them until they are better than before, and even creating new formulas needed by the organization (Acaray & Akturan, 2015; W. J. Chen, 2016).

Third, sportsmanship is the ability to tolerate and understand unfavorable organizational conditions, the attitude of not complaining and not blaming other parties, and not exaggerating problems in the organization (Davison et al., 2020). Employees with good sportsmanship behavior will always build positive relationships with fellow employees to prevent conflicts from arising. Besides that, they will always rely on collectivity in solving various problems. With sportsmanship capital, employees will continuously provide inspiration and optimism in looking at the organization's future (Yang et al., 2020). Fourth, civic virtue is a form of concern for the organization's survival. This behavior can be in the form of paying attention to important things that must exist and be owned by the organization, providing advice on the creation of shared values in the organization, and inserting various developments in knowledge and technology that can be accessed to be given to the organization (Yildirim, 2014). Employees with good civic virtue will always provide continuous knowledge sharing to fellow employees and the organization. With this pattern, the psychological barriers between employees will be reduced, and the cohesiveness of teamwork will be well developed (Montani & Dagenais-Desmarais, 2018).

Fifth; is courtesy, namely the behavior of togetherness and familiarity at work. This behavior will encourage a sense of caring for fellow employees to create work familiarity, work cohesiveness, and work collectivity (Acaray & Akturan, 2015; Hart et al., 2016). Employees with courtesy behavior will create a culture of respecting each other's strengths and understanding the shortcomings of others. This behavior will create a perspective that each employee has advantages and disadvantages (Qiu et al., 2019). Therefore, every employee has an equally important role and responsibility for the organization. The creation of courtesy behavior is also very effective in preventing conflicts (Szabó et al., 2018). The five components of the indicators mentioned above are the main factors forming OCB (Organ et al., 2006).

In this study, we found inconsistency in the results of previous studies between POS and OCB. SVBTC can well catalyze this research gap. SVBTC, including all the indicators, can also strengthen the logic of POS and OCB. Therefore, a good POS will encourage the creation of a good SVBTC to impact a good OCB as well. Thus, SVBTC can be an effective solution to increase employee OCB (Loveday et al., 2021; Michalisin et al., 2004; Montes et al., 2005; Worley et al., 2020).   Thus, the indicators offered as findings for each concept in this study include:

Table 1. Concept Findings and Indicators

Concept	Indicator
Perceived Organizational Support (POS): modified from Rhoades & Eisenberger (2002)	*1) Fairness; 2) recognize achievements; 3) supervisory support; 4) job conditions, and 5) giving help*
Organizational Commitment (OC): modified from Allen & Meyer (1996)	*1) employee willingness; 2) employee loyalty; 3) employee pride; 4) intention to stay; and 5) employee indebtedness.*
Shared Vision-Based Teamwork Cohesiveness (SVBTC): modified from Love day et al. (2021) dan Michalisin et al. (2004)	*1) I enjoyed working with my teammates; 2) I wish I were on a smart team; 3) The team worked well together; 4) Everyone contributed to the discussion, and 5) I trust that my teammates will do their fair share of the work*
Organizational Citizenship Behavior (OCB): modified from Organ et al. (2006)	*1) altruism; 2) conscientiousness; 3) sportsmanship; 4) civic virtue, and 5) courtesy*

Based on the explanation in Table 1, the relationship between concepts can be described in the following conceptual framework model:
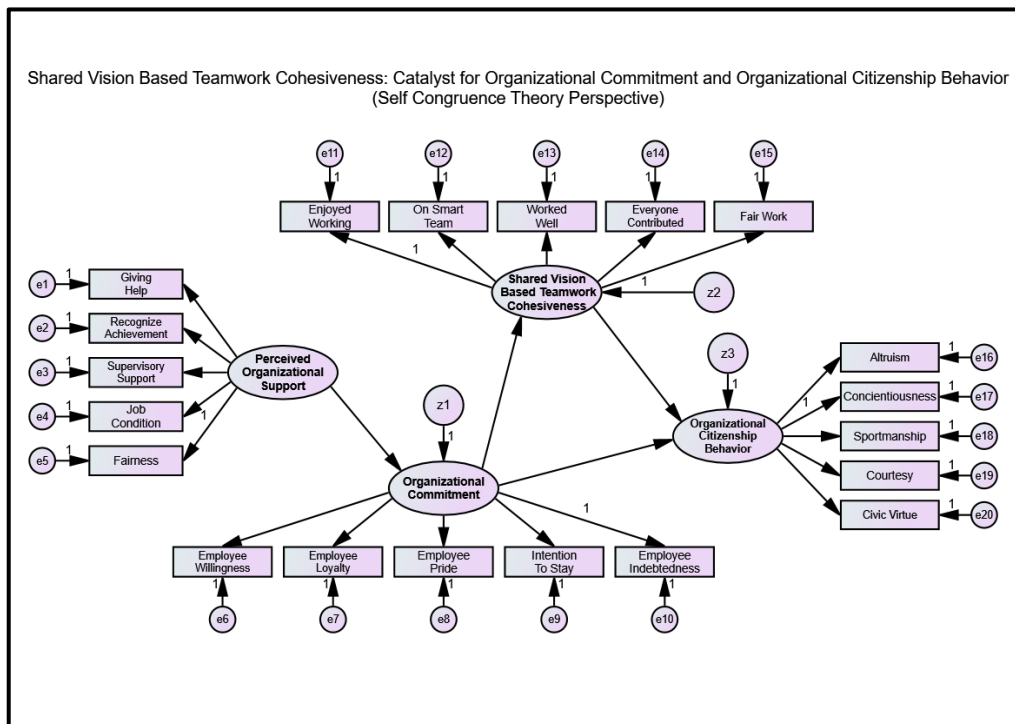

Figure 1. Conceptual Framework Model

In the framework proposition of Shared Vision Cohesiveness in Figure 1, it can be interpreted that the latent variable of Perceived Organizational Support is the antecedent of all endogenous variables. POS is then propositioned to influence Organizational Commitment. This means that workers with good organizational perceptions can impact their commitment to the organization. Furthermore, organizational commitment in parallel impacts Shared Vision Cohesiveness and Organizational Citizenship Behavior. It is offered as a model of conditions where employees with high organizational commitment will impact the cohesion of their shared vision in interacting and performing. Furthermore, either directly or indirectly, this condition influences organizational citizenship behavior.

Conclusions

Based on the study results, we conclude that efforts to create employee OCB must begin with presenting good POS first, then good POS will encourage an increase in OC so that it has a positive impact on OCB. This study confirms that shared vision-based teamwork cohesiveness (SVBTC) is a very good catalyst in encouraging the improvement of OCB. SVBTC is also a solution to the inconsistent relationship between OC and OCB for employees and encourages a complete increase in OCB. Given the importance of the role of the SVBTC, it is recommended that this literature study be continued with empirical studies to obtain concrete results..

References

Abdullah Alam. (2011). Evaluation of Allen and Meyer' s Organizational Commitment Scale : A Cross - Cultural Application in Pakistan. Journal of Education and Vocational Research, 1(3).

Abosag, I., Ramadan, Z. B., Baker, T., & Jin, Z. (2020). Customers' need for uniqueness theory versus brand congruence theory: The impact on satisfaction with social network sites. Journal of Business Research, 117(December 2017), 862–872. https://doi.org/10.1016/j.jbusres.2019.03.016

Acaray, A., & Akturan, A. (2015). The Relationship between Organizational Citizenship Behaviour and Organizational Silence. Procedia - Social and Behavioral Sciences, 207, 472–482. https://doi.org/10.1016/j.sbspro.2015.10.117

Ahlvik, C., Smale, A., & Sumelius, J. (2016). Aligning corporate transfer intentions and subsidiary HRM practice implementation in multinational corporations. Journal of World Business, 51(3), 343–355. https://doi.org/10.1016/j.jwb.2015.04.003

Ali, A. M. S., & Zahari, I. Bin. (2014). The Mediating Effect of Organizational Commitment on the Relationship between Job Satisfaction and Organizational Culture. International Journal of Business Administration, 5(6), 24–37. https://doi.org/10.5430/ijba.v5n6p24

Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. Journal of Vocational Behavior, 49(3). https://doi.org/10.1006/jvbe.1996.0043

Arshadi, N. (2011). The relationships of perceived organizational support (POS) with organizational commitment, in-role performance, and turnover intention: Mediating role of felt obligation. Procedia - Social and Behavioral Sciences, 30, 1103–1108. https://doi.org/10.1016/j.sbspro.2011.10.215

Beheshtifar, M. (2012). Investigation of Perceived Organizational Support on Employees' Positive Attitudes Toward Work. Interdisciplinary Journal of Contemporary Research In Business, 4(8), 432–442.

Belanche, D., Casaló, L. V., Flavián, M., & Ibáñez-Sánchez, S. (2021). Understanding influencer marketing: The role of congruence between influencers, products and consumers. Journal of Business Research, 132(March), 186–195. https://doi.org/10.1016/j.jbusres.2021.03.067

Benoy, J., & Morley, M. J. (2020). Out of India: Towards a conceptual framework on internationalization motives, parenting styles and human resource management practices among Indian MNE subsidiaries in Ireland. Human Resource Management Review, 30(4), 100724. https://doi.org/10.1016/j.hrmr.2019.100724

Bogler, R., & Somech, A. (2004). Influence of teacher empowerment on teachers' organizational commitment, professional commitment and organizational citizenship behavior in schools. Teaching and Teacher Education, 20(3), 277–289. https://doi.org/10.1016/j.tate.2004.02.003

Bruce, C., & Hughes, H. (2010). Informed learning: A pedagogical construct attending simultaneously to information use and learning. Library and Information Science Research, 32(4), A2–A8. https://doi.org/10.1016/j.lisr.2010.07.013

Bunner, J., Prem, R., & Korunka, C. (2021). Perceived organizational support and perceived safety climate from the perspective of safety professionals: Testing reciprocal causality using a cross-lagged panel design. Journal of Safety Research, 78, 1–8. https://doi.org/10.1016/j.jsr.2021.06.006

Cheasakul, U., & Varma, P. (2016). The influence of passion and empowerment on organizational citizenship behavior of teachers mediated by organizational commitment. Contaduria y Administracion, 61(3), 422–440. https://doi.org/10.1016/j.cya.2016.04.003

Chen, R., Zhou, Z., Zhan, G., & Zhou, N. (2020). The impact of destination brand authenticity and destination brand self-congruence on tourist loyalty: The mediating role of destination brand engagement. Journal of Destination Marketing and Management, 15(3688), 100402. https://doi.org/10.1016/j.jdmm.2019.100402

Chen, W. J. (2016). The model of service-oriented organizational citizenship behavior among international tourist hotels. Journal of Hospitality and Tourism Management, 29, 24–32. https://doi.org/10.1016/j.jhtm.2016.05.002

Chiang, C. F., & Hsieh, T. S. (2012). The impacts of perceived organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behavior. International Journal of Hospitality Management, 31(1), 180–190. https://doi.org/10.1016/j.ijhm.2011.04.011

Chiniara, M., & Bentein, K. (2018). The servant leadership advantage: When perceiving low differentiation in leader-member relationship quality influences team cohesion, team task performance and service OCB. Leadership Quarterly, 29(2), 333–345. https://doi.org/10.1016/j.leaqua.2017.05.002

Choi, J., Kruis, N., & Lee, J. (2020). Applying target congruence theory to victimization risk of students from multicultural backgrounds: A comparison of South Korean, North Korean, and other multicultural family adolescents. Children and Youth Services Review, 118(June), 105392. https://doi.org/10.1016/j.childyouth.2020.105392

Chung, C., Sparrow, P., & Bozkurt, Ö. (2014). South Korean MNEs' international HRM approach: Hybridization of global standards and local practices. Journal of World Business, 49(4), 549–559. https://doi.org/10.1016/j.jwb.2013.12.008

Çınar, O., & Karcıoğlu, F. (2015). The Relationship between Cyber Loafing and Organizational Citizenship Behavior: A Survey Study in Erzurum/Turkey. Procedia - Social and Behavioral Sciences, 207, 444–453. https://doi.org/10.1016/j.sbspro.2015.10.114

Connelly, C. R., Kemp Bohan, P. M., Cook, M. R., Moren, A. M., Schreiber, M. A., & Kiraly, L. N. (2016). A night float week in a surgical clerkship improves student team cohesion. American Journal of Surgery, 211(5), 913–918. https://doi.org/10.1016/j.amjsurg.2016.01.011

David, S., Gidwani, R., Birthare, N., & Singh, P. (2015). Impacts of Job Satisfaction and Organizational commitment : A Study Describing Influence of Gender Difference on Job Satisfaction and Organizational Commitment. International Journal of Core Engineering & Management, 2(1), 93–111.

Davison, R. M., Ou, C. X., & Ng, E. (2020). Inadequate Information Systems and Organizational Citizenship Behavior. Information and Management, 57(6), 103240. https://doi.org/10.1016/j.im.2019.103240

de Brito, R. P., & de Oliveira, L. B. (2020). The Relationship Between Digital Human Resource Management and Organizational Performance. Brazilian Business Review, 13(3), 90–110. https://doi.org/10.2991/aebmr.k.200514.022

Demir, K. (2015). Teachers' Organizational Citizenship Behaviors and Organizational Identification in Public and Private Preschools. Procedia - Social and Behavioral Sciences, 174, 1176–1182. https://doi.org/10.1016/j.sbspro.2015.01.734

El Shaer, T. (2019). The relationship between leader–member exchange, organisational citizenship behaviour, and organisational commitment among UNRWA health staff in the Gaza governorates. The Lancet, 393, S46. https://doi.org/10.1016/s0140-6736(19)30632-4

Ertaş, M., & Kozak, M. (2020). Publish or perish: The proportion of articles versus additional sections in tourism and hospitality journals. Journal of Hospitality and Tourism Management, 43(February), 149–156. https://doi.org/10.1016/j.jhtm.2020.03.001

Fehr, R., Yam, K. C., He, W., Chiang, J. T. J., & Wei, W. (2017). Polluted work: A self-control perspective on air pollution appraisals, organizational citizenship, and counterproductive work behavior. Organizational Behavior and Human Decision Processes, 143, 98–110. https://doi.org/10.1016/j.obhdp.2017.02.002

Ferijani, A. (2020). The Effect of Job Satisfaction and Organizational Commitment on Employee Performance with OCB as the Intervening Variables (A Case Study on PT. Ulam Tiba Halim Distributor Company). 2(July), 1–21.

Flurry, L. A., Swimberghe, K., & Allen, J. (2021). Exposing the moderating impact of parent-child value congruence on the relationship between adolescents' materialism and subjective well-being. Journal of Business Research, 128(February), 290–302. https://doi.org/10.1016/j.jbusres.2021.02.005

Fornes, S., & Rocco, T. (2004). Commitment Elements Reframed (Antecedents & Consequences) for Organizational Effectiveness. Online Submission, 391–398.

Fournier, P. L., Chênevert, D., & Jobin, M. H. (2021). The antecedents of physicians' behavioral support for lean in healthcare: The mediating role of commitment to organizational change. International Journal of Production Economics, 232. https://doi.org/10.1016/j.ijpe.2020.107961

Fruhen, L. S., & Keith, N. (2014). Team cohesion and error culture in risky work environments. Safety Science, 65, 20–27. https://doi.org/10.1016/j.ssci.2013.12.011

Green, K. (2010). Conducting Research Literature Reviews: From the Internet to Paper (3rd ed.) By Arlene Fink. Library and Information Science Research, 32(4), 290–291. https://doi.org/10.1016/j.lisr.2010.07.003

Hanaysha, J. (2016). Examining the Effects of Employee Empowerment, Teamwork, and Employee Training on Organizational Commitment. Procedia - Social and Behavioral Sciences, 229, 298–306. https://doi.org/10.1016/j.sbspro.2016.07.140

Hart, T. A., Gilstrap, J. B., & Bolino, M. C. (2016). Organizational citizenship behavior and the enhancement of absorptive capacity. Journal of Business Research, 69(10), 3981–3988. https://doi.org/10.1016/j.jbusres.2016.06.001

Hau-siu Chow, I., Wing-chun Lo, T., Sha, Z., & Hong, J. (2006). The impact of developmental experience, empowerment, and organizational support on catering service staff performance. International Journal of Hospitality Management, 25(3), 478–495. https://doi.org/10.1016/j.ijhm.2005.03.002

Hirschi, A., & Spurk, D. (2021). Ambitious employees: Why and when ambition relates to performance and organizational commitment. Journal of Vocational Behavior, 127(December 2020), 103576. https://doi.org/10.1016/j.jvb.2021.103576

Hosany, S., & Martin, D. (2012). Self-image congruence in consumer behavior. Journal of Business Research, 65(5), 685–691. https://doi.org/10.1016/j.jbusres.2011.03.015

Imamoglu, S. Z., Ince, H., Turkcan, H., & Atakay, B. (2019). The Effect of Organizational Justice and Organizational Commitment on Knowledge Sharing and Firm Performance. Procedia Computer Science, 158, 899–906. https://doi.org/10.1016/j.procs.2019.09.129

Islam, T., Khan, S. ur R., Ungku Ahmad, U. N. B., Ali, G., Ahmed, I., & Bowra, Z. A. (2013). Turnover Intentions: The Influence of Perceived Organizational Support and Organizational Commitment. Procedia - Social and Behavioral Sciences, 103, 1238–1242. https://doi.org/10.1016/j.sbspro.2013.10.452

Japutra, A., Ekinci, Y., & Simkin, L. (2019). Self-congruence, brand attachment and compulsive buying. Journal of Business Research, 99(November 2016), 456–463. https://doi.org/10.1016/j.jbusres.2017.08.024

Jin, J., & Tang, J. (2021). Exploring the effect of perceived organizational support and resilience on Chinese pharmacists' engagement in stressful and competitive pharmaceutical work at hospitals. Saudi Pharmaceutical Journal, 29(9), 931–938. https://doi.org/10.1016/j.jsps.2021.08.003

Kelly, J. (2015). The Relationship Between Organizational Commitment and Job Satisfaction of Commisisioned Officers Within an Arm of The South African National Defence Force. In Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis (Vol. 53, Issue 9). http://publications.lib.chalmers.se/records/fulltext/245180/245180.pdf%0Ahttps://hdl.handle.net/20.500.12380/245180%0Ahttp://dx.doi.org/10.1016/j.jsames.2011.03.003%0Ahttps://doi.org/10.1016/j.gr.2017.08.001%0Ahttp://dx.doi.org/10.1016/j.precamres.2014.12

Kim, W. G., McGinley, S., Choi, H. M., & Agmapisarn, C. (2020). Hotels' environmental leadership and employees' organizational citizenship behavior. International Journal of Hospitality Management, 87(February), 102375. https://doi.org/10.1016/j.ijhm.2019.102375

Kotzé, M., & Nel, P. (2020). The influence of job resources on platinum mineworkers' work engagement and organisational commitment: An explorative study. Extractive Industries and Society, 7(1), 146–152. https://doi.org/10.1016/j.exis.2020.01.009

Kumar, V., & Kaushik, A. K. (2022). Engaging customers through brand authenticity perceptions: The moderating role of self-congruence. Journal of Business Research, 138(July 2020), 26–37. https://doi.org/10.1016/j.jbusres.2021.08.065

Labrague, L. J., McEnroe – Petitte, D. M., Tsaras, K., Cruz, J. P., Colet, P. C., & Gloe, D. S. (2018). Organizational commitment and turnover intention among rural nurses in the Philippines: Implications for nursing management. International Journal of Nursing Sciences, 5(4), 403–408. https://doi.org/10.1016/j.ijnss.2018.09.001

Lee, M. S. W., Septianto, F., Frethey-Bentham, C., & Gao, E. (2020). Condoms and bananas: Shock advertising explained through congruence theory. Journal of Retailing and Consumer Services, 57(November 2019), 102228. https://doi.org/10.1016/j.jretconser.2020.102228

Leephaijaroen, S. (2016). Effects of the big-five personality traits and organizational commitments on organizational citizenship behavior of support staff at Ubon Ratchathani Rajabhat University, Thailand. Kasetsart Journal of Social Sciences, 37(2), 104–111. https://doi.org/10.1016/j.kjss.2015.03.002

Liu, C., Wang, N., & Liang, H. (2020). Motivating information security policy compliance: The critical role of supervisor-subordinate guanxi and organizational commitment. International Journal of Information Management, 54(28), 102152. https://doi.org/10.1016/j.ijinfomgt.2020.102152

Liu, J. Y., Yang, J. P., Yang, Y., & Liu, Y. H. (2015). The relationships among perceived organizational support, intention to remain, career success and self-esteem in Chinese male nurses. International Journal of Nursing Sciences, 2(4), 389–393. https://doi.org/10.1016/j.ijnss.2015.01.004

Liu, Y., Ye, L., & Guo, M. (2019). The influence of occupational calling on safety performance among train drivers: The role of work engagement and perceived organizational support. Safety Science, 120(3), 374–382. https://doi.org/10.1016/j.ssci.2019.07.025

Long, Q. (2016). A novel research methodology for supply network collaboration management. Information Sciences, 331, 67–85. https://doi.org/10.1016/j.ins.2015.10.035

López-Cabarcos, M. Á., Vázquez-Rodríguez, P., Piñeiro-Chousa, J., & Caby, J. (2020). The role of bullying in the development of organizational citizenship behaviors. Journal of Business Research, 115(June), 272–280. https://doi.org/10.1016/j.jbusres.2019.10.025

Loveday, C., Lord, H., Ellwood, L., Bonnici, K., Decker, V., & Fernandez, R. (2021). Teamwork and social cohesion are key: Nurses' perceptions and experiences of working in a new decentralised intensive care unit. Australian Critical Care, 34(3), 263–268. https://doi.org/10.1016/j.aucc.2020.07.009

Mahjoub, M., Atashsokhan, S., Khalilzadeh, M., Aghajanloo, A., & Zohrehvandi, S. (2018). Linking "project success" and "strategic talent management": Satisfaction/motivation and organizational commitment as mediators. Procedia Computer Science, 138, 764–774. https://doi.org/10.1016/j.procs.2018.10.100

Makanjee, C. R., Hartzer, Y. F., & Uys, I. L. (2006). The effect of perceived organizational support on organizational commitment of diagnostic imaging radiographers. Radiography, 12(2), 118–126. https://doi.org/10.1016/j.radi.2005.04.005

Mamman, A., Kamoche, K., & Bakuwa, R. (2012). Diversity, organizational commitment and organizational citizenship behavior: An organizing framework. Human Resource Management Review, 22(4), 285–302. https://doi.org/10.1016/j.hrmr.2011.12.003

Martin, E., & Good, J. (2014). Strategy, team cohesion and team member satisfaction: The effects of gender and group composition. Computers in Human Behavior, 53, 536–543. https://doi.org/10.1016/j.chb.2014.06.013

McCarthy, A., Cleveland, J. N., Hunter, S., Darcy, C., & Grady, G. (2013). Employee work-life balance outcomes in Ireland: A multilevel investigation of supervisory support and perceived organizational support. International Journal of Human Resource Management, 24(6), 1257–1276. https://doi.org/10.1080/09585192.2012.709189

Memari, N., Mahdieh, O., & Marnani, A. B. (2013). The impact of Organizational Commitment on Employees Job Performance. "A study of Meli bank." Interdisciplinary Journal of Contemporary Research in Business, 5(5), 164–171.

Mezghani, E., Exposito, E., & Drira, K. (2016). A collaborative methodology for tacit knowledge management: Application to scientific research. Future Generation Computer Systems, 54, 450–455. https://doi.org/10.1016/j.future.2015.05.007

Michalisin, M. D., Karau, S. J., & Tangpong, C. (2004). The effects of performance and team cohesion on attribution: A longitudinal simulation. Journal of Business Research, 57(10), 1108–1115. https://doi.org/10.1016/S0148-2963(03)00042-0

Montani, F., & Dagenais-Desmarais, V. (2018). Unravelling the relationship between role overload and organizational citizenship behaviour: A test of mediating and moderating effects. European Management Journal, 36(6), 757–768. https://doi.org/10.1016/j.emj.2018.03.001

Montes, F. J. L., Ruiz Moreno, A., & García Morales, V. (2005). Influence of support leadership and teamwork cohesion on organizational learning, innovation and performance: An empirical examination. Technovation, 25(10), 1159–1172. https://doi.org/10.1016/j.technovation.2004.05.002

Morela, E., Hatzigeorgiadis, A., Kouli, O., Elbe, A. M., & Sanchez, X. (2013). Team cohesion and ethnic-cultural identity in adolescent migrant athletes. International Journal of Intercultural Relations, 37(5), 643–647. https://doi.org/10.1016/j.ijintrel.2013.05.001

Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). Organizational citizenship behavior: Its nature, antecedents, and consequences. In Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences. https://doi.org/10.4135/9781452231082

Özdemir, Y., & Ergun, S. (2015). The Relationship between Organizational Socialization and Organizational Citizenship Behavior: The Mediating Role of Person-Environment Fit. Procedia - Social and Behavioral Sciences, 207, 432–443. https://doi.org/10.1016/j.sbspro.2015.10.113

Paillé, P., Valéau, P., & Renwick, D. W. (2020). Leveraging green human resource practices to achieve environmental sustainability. Journal of Cleaner Production, 260. https://doi.org/10.1016/j.jclepro.2020.121137

Panaccio, A., & Vandenberghe, C. (2009). Perceived organizational support, organizational commitment and psychological well-being: A longitudinal study. Journal of Vocational Behavior, 75(2), 224–236. https://doi.org/10.1016/j.jvb.2009.06.002

Partridge, H., Menzies, V., Lee, J., & Munro, C. (2010). The contemporary librarian: Skills, knowledge and attributes required in a world of emerging technologies. Library and Information Science Research, 32(4), 265–271. https://doi.org/10.1016/j.lisr.2010.07.001

Pazy, A. (2011). The relationship between pay contingency and types of perceived support: Effects on performance and commitment. EuroMed Journal of Business, 6(3), 342–358. https://doi.org/10.1108/14502191111170169

Tawil, M.R., et al.   JPPI (Jurnal Penelitian Pendidikan Indonesia)
                                                  Vol. 8, No. 1, 2022, pp. 196-207

                                                                                    206

Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational Citizenship Behaviors: A Critical Review of the Theoretical and Empirical Literature and Suggestions for Future Research. Journal Of Management, 26(3), 513–563. https://doi.org/10.1016/0009-2614(78)85552-3

Qiu, S., Alizadeh, A., Dooley, L. M., & Zhang, R. (2019). The effects of authentic leadership on trust in leaders, organizational citizenship behavior, and service quality in the Chinese hospitality industry. Journal of Hospitality and Tourism Management, 40(February), 77–87. https://doi.org/10.1016/j.jhtm.2019.06.004

Rajabi, R., Boles, J., Brashear Alejandro, T. G., & Sarin, S. (2021). Revisiting and replicating the dominant logic on salesperson job satisfaction, organizational commitment, and turnover. Journal of Business Research, 126(December 2018), 524–532. https://doi.org/10.1016/j.jbusres.2019.10.067

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. Journal of Applied Psychology, 87(4), 698–714. https://doi.org/10.1037/0021-9010.87.4.698

Rosh, L., Offermann, L. R., & Van Diest, R. (2012). Too close for comfort? Distinguishing between team intimacy and team cohesion. Human Resource Management Review, 22(2), 116–127. https://doi.org/10.1016/j.hrmr.2011.11.004

Sadeghi, M., & Razavi, M. R. (2020). Organizational silence, organizational commitment and creativity: The case of directors of Islamic Azad University of Khorasan Razavi. Revue Europeenne de Psychologie Appliquee, 70(5), 100557. https://doi.org/10.1016/j.erap.2020.100557

Salehi, M., & Gholtash, A. (2011). The relationship between job satisfaction, job burnout and organizational commitment with the organizational citizenship behavior among members of faculty in the Islamic Azad University-first district branches, in order to provide the appropriate model. Procedia - Social and Behavioral Sciences, 15, 306–310. https://doi.org/10.1016/j.sbspro.2011.03.091

Salehzadeh, R., Asadi, A., Pool, J. K., Ansari, M. R., & Haroni, A. (2014). The influence of perceived organizational support on dimensions of learning organization: An empirical study of SMEs in Iran. Learning Organization, 21(3), 206–219. https://doi.org/10.1108/TLO-08-2013-0040

Schyns, B., Kiefer, T., & Foti, R. J. (2020). Does thinking of myself as leader make me want to lead? The role of congruence in self-theories and implicit leadership theories in motivation to lead. Journal of Vocational Behavior, 122(June 2019), 103477. https://doi.org/10.1016/j.jvb.2020.103477

Sopiah, Sangadji, E. M., Kurniawan, D. T., & Nora, E. (2020). Organizational Commitment: The Influence of Leader-Member Exchange on Employee Performance. Advances in Social Science, Education and Humanities Research (ASSEHR), 47(7), 664–668. https://doi.org/10.2991/assehr.k.201017.147

Suk, M., Kim, M., & Kim, W. (2020). The moderating role of subjective norms and self-congruence in customer purchase intentions in the LCC market: Do not tell me I am cheap. Research in Transportation Business and Management, June, 100595. https://doi.org/10.1016/j.rtbm.2020.100595

Sundiman, D. (2017). Human Resource Management in the Enhancement Processes of Knowledge Management. Binus Business Review, 8(3), 167. https://doi.org/10.21512/bbr.v8i3.3708

Szabó, Z. P., Czibor, A., Restás, P., & Bereczkei, T. (2018). "The Darkest of all" The relationship between the Dark Triad traits and organizational citizenship behavior. Personality and Individual Differences, 134(April), 352–356. https://doi.org/10.1016/j.paid.2018.04.026

Tefera, C. A., & Hunsaker, W. D. (2020). Intangible assets and organizational citizenship behavior: A conceptual model. Heliyon, 6(7), e04497. https://doi.org/10.1016/j.heliyon.2020.e04497

Tekleab, A. G., Karaca, A., Quigley, N. R., & Tsang, E. W. K. (2016). Re-examining the functional diversity-performance relationship: The roles of behavioral integration, team cohesion, and team learning. Journal of Business Research, 69(9), 3500–3507. https://doi.org/10.1016/j.jbusres.2016.01.036

Tharikh, S. M., Ying, C. Y., Mohamed Saad, Z., & Sukumaran, K. a/p. (2016). Managing Job Attitudes: The Roles of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behaviors. Procedia Economics and Finance, 35(October 2015), 604–611. https://doi.org/10.1016/s2212-5671(16)00074-5

Tsai, C. Y., Horng, J. S., Liu, C. H., & Hu, D. C. (2015). Work environment and atmosphere: The role of organizational support in the creativity performance of tourism and hospitality organizations. International Journal of Hospitality Management, 46, 26–35. https://doi.org/10.1016/j.ijhm.2015.01.009

Uppal, N. (2017). Moderation effects of perceived organisational support on curvilinear relationship between neuroticism and job performance. Personality and Individual Differences, 105, 47–53. https://doi.org/10.1016/j.paid.2016.09.030

Van den Broeck, A., De Cuyper, N., Baillien, E., Vanbelle, E., Vanhercke, D., & De Witte, H. (2014). Perception of organization's value support and perceived employability: insights from self-determination theory. International Journal of Human Resource Management, 25(13), 1904–1918. https://doi.org/10.1080/09585192.2013.860385

Vatankhah, S., Javid, E., & Raoofi, A. (2017). Perceived organizational support as the mediator of the relationships between high-performance work practices and counter-productive work behavior: Evidence from airline industry. Journal of Air Transport Management, 59, 107–115. https://doi.org/10.1016/j.jairtraman.2016.12.001

Walters, G., & Raybould, M. (2007). Burnout and perceived organisational support among front-line hospitality employees. Journal of Hospitality and Tourism Management, 14(2), 144–156. https://doi.org/10.1375/jhtm.14.2.144

Wang, H. R. (2014). "Publish or perish": Should this still be true for your data? Data in Brief, 1, 85–86. https://doi.org/10.1016/j.dib.2014.11.005

Wombacher, J. C., & Felfe, J. (2017). Dual commitment in the organization: Effects of the interplay of team and organizational commitment on employee citizenship behavior, efficacy beliefs, and turnover intentions. Journal of Vocational Behavior, 102, 1–14. https://doi.org/10.1016/j.jvb.2017.05.004

Worley, J. T., Harenberg, S., & Vosloo, J. (2020). The relationship between peer servant leadership, social identity, and team cohesion in intercollegiate athletics. Psychology of Sport and Exercise, 49(October 2019), 101712. https://doi.org/10.1016/j.psychsport.2020.101712

Wu, C. M., & Chen, T. J. (2018). Collective psychological capital: Linking shared leadership, organizational commitment, and creativity. International Journal of Hospitality Management, 74(October 2017), 75–84. https://doi.org/10.1016/j.ijhm.2018.02.003

Xu, M., Qin, X., Dust, S. B., & DiRenzo, M. S. (2019). Supervisor-subordinate proactive personality congruence and psychological safety: A signaling theory approach to employee voice behavior. Leadership Quarterly, 30(4), 440–453. https://doi.org/10.1016/j.leaqua.2019.03.001

Yang, D., He, Q., Cui, Q., & Hsu, S. C. (2020). Non-economic motivations for organizational citizenship behavior in construction megaprojects. International Journal of Project Management, 38(1), 64–74. https://doi.org/10.1016/j.ijproman.2019.09.006

Yildirim, O. (2014). The Impact of Organizational Communication on Organizational Citizenship Behavior: Research Findings. Procedia - Social and Behavioral Sciences, 150, 1095–1100. https://doi.org/10.1016/j.sbspro.2014.09.124

Yu, H. Y., Lou, J. H., Eng, C. J., Yang, C. I., & Lee, L. H. (2018). Organizational citizenship behaviour of men in nursing professions: Career stage perspectives. Collegian, 25(1), 19–26. https://doi.org/10.1016/j.colegn.2017.02.003

Zehir, C., Müceldili, B., & Zehir, S. (2012). The Impact of Corporate Entrepreneurship on Organizational Citizenship Behavior and Organizational Commitment: Evidence from Turkey SMEs. Procedia - Social and Behavioral Sciences, 58, 924–933. https://doi.org/10.1016/j.sbspro.2012.09.1071

Zeinabadi, H., & Salehi, K. (2011). Role of procedural justice, trust, job satisfaction, and organizational commitment in organizational citizenship behavior (OCB) of teachers: Proposing a modified social exchange model. Procedia - Social and Behavioral Sciences, 29(Iceepsy), 1472–1481. https://doi.org/10.1016/j.sbspro.2011.11.387

Zeinabadia, H. (2010). Job satisfaction and organizational commitment as antecedents of Organizational Citizenship Behavior (OCB) of teachers. Procedia - Social and Behavioral Sciences, 5, 998–1003. https://doi.org/10.1016/j.sbspro.2010.07.225

Zhou, S., Li, X., & Gao, B. (2020). Family/friends support, work-family conflict, organizational commitment, and turnover intention in young preschool teachers in China: A serial mediation model. Children and Youth Services Review, 113(April), 104997. https://doi.org/10.1016/j.childyouth.2020.104997

Zurnali, M. C. (2010). Dimensi Komitmen Organisasional Menurut Allen & Meyer. Jurnal Administrasi Bisnis (Jubis), 22(09), 112–120.