THE INFLUENCE OF QUALITY OF WORK LIFE (QWL), ORGANIZATIONAL COMMITMENT (OC) AND TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)
(Study on Nurses at RSUD dr. R. Goeteng Taroenadibrata Purbalingga)

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ABSTRACT
This study aims to identify and analyze the effect of quality of work life (QWL), organizational commitment (OC) and transformational leadership on organizational citizenship behavior at RSUD dr. R. Goeteng Taroenadibrata Purbalingga. Sampling using purposive sampling method through a questionnaire. The sample used was 165 nurses. The analysis technique used in this study uses the Statistical Package for the Social Sciences (SPSS). The results of this study indicate that quality of work life has a positive and significant effect on organizational citizenship behavior, organizational commitment has a positive and insignificant effect on organizational citizenship behavior, and transformational leadership has a positive and significant effect on organizational citizenship behavior. Based on the test results of the R² adjusted coefficient of determination of 18.9%.

Keywords:
Quality of Work Life; Organizational Commitment; Transformational Leadership; Organizational Citizenship Behavior.

1. INTRODUCTION
In the hospital industry, nurses are the main workers who interact the most directly with patients. Therefore, the performance of nurses plays an important role in the success of hospitals in providing quality and satisfying services to their patients. An organization's ability to achieve its goals is determined not only by the behavior of employees who are assigned tasks according to their job descriptions, but also by the behavior of employees outside their job descriptions. The behavior
of an employee outside the task in his job description is called organizational citizenship behavior (OCB). His OCB is reflected in behavior that helps others or voluntarily takes on additional responsibilities (Napitupulu, 2018).

Employees who have the knowledge and skills are expected to improve the quality of the performance process and work results. In addition, employees must also have organizational citizenship behavior or organizational behavior. Behavior as a citizen of the organization raises the assumption that an employee should not only master one skill. Employees who have a high attitude towards the organization care about organizational problems and try to lead the organization in a better direction, while employees who have a low attitude towards the organization consider this a personal matter and are more concerned with their organization (Izzatunnisa et al, 2021).

Organizational citizenship behavior (OCB) is related to actions that are beyond the responsibility of the nurse. Organizational citizenship behavior (OCB) is not included in the official duties of an employee, but helps run the organization effectively (Share, 2017). The ability to empathize with colleagues allows nurses to understand other people and their environment, and align them with the values espoused, both personally and by those around them, resulting in good behavior (Saquila, 2021). OCB as a choice behavior that is not part of a formal job function, but OCB is an attitude that supports the effective functioning of the organization (Napitupulu, 2018).

According to Putra and Supartha (2016), OCB is the key to organizational success. For example, if the feedback received from an employee is not as expected or unfair, the employee may lose interest in implementing his or her OCB actions. The foundation that makes OCB different from other activities is that OCB is carried out voluntarily or by choice, these activities are outside the job description and these activities have a positive impact on the company. Nurses' OCB can be influenced by several factors including quality of work life, organizational commitment, and transformational leadership.

The first factor that forms OCB is the quality of work life. Creating a quality work life is also necessary when developing OCB behavior (Hastuti & Wobowo, 2020). Nurses with a high quality of work life are more likely to speak positively about their organization, try to help others, and do work that exceeds organizational expectations, thereby encouraging the emergence of OCB (Hastuti & Wibowo, 2020).

Research conducted by Hastuti & Wibowo (2020), Widiyanti & Rizal (2022), Difa & Claudia (2022), Pujianto & Evendi (2021), Paramitha & Rijanti (2022), Widiyanti (2022), Dewi et al (2022) obtained the result is that the quality of work life has a positive effect on organizational citizenship behavior (OCB).

The second actor that influences OCB improvement is organizational commitment. Organizational commitment is the most important motivating factor for someone to find their identity in an organization, participate in organizational activities, integrate into an organization and enjoy membership. Organizational commitment is a level of attachment and identification of an employee with the organization where he works (Bagis, 2018). Achieving organizational goals is not possible without continuous acceptance, commitment and motivation from nurses (Hastuti & Wibowo, 2020). Workforce in an organization has a very important role, because without the help of an adequate workforce, an organization may face difficulties in achieving the desired goals. To achieve organizational goals effectively and efficiently, good cooperation between members of the organization is very important (Bagis et al., 2020).
Research conducted by Hastuti & Wibowo (2020), Cahyadi & Satrya (2018), Setiana (2022), Syahbanuari & Abdurrahman (2019), Kurniawan et al (2022), Difa & Claudia (2022), Yoga et al (2021), Saqila (2021), Sari et al (2021) found that organizational commitment (OC) has a positive effect on organizational citizenship behavior (OCB).

The third actor that drives organizational citizenship behavior (OCB) in organizations is transformational leadership. According to Kurniawan et al (2022), transformational leadership is the ability to inspire, motivate, and significantly impact employees beyond the standards expected of the organization, and to focus on organizational interests above personal interests. Transformational leadership as a leader who is able to direct and guide members of an organization to achieve its vision and mission without neglecting their family (Kurniawan et al, 2022). Transformational leadership has a very important influence on the level of employee performance (Bagis et al., 2021).


Literature review
Social Exchange Theory
Social exchange theory is a theory often used to explain why employees are willing to demonstrate organizational citizenship behavior (OCB). This theory is based on 2 assumptions, namely reciprocity and justice. When employees have relatively positive influence or perceptions, they reciprocate in practical and effective ways. Organizational Citizenship Behavior (OCB) is one of the best ways to show that the ethical environment of the organization is relevant for employees who are influenced by the behavior of certain roles (Larasati & Susilowati, 2021).

Organizational Citizenship Behavior
According to Anam and Rizana (2021) stated that organizational citizenship behavior (OCB) is a willingness to perform tasks that are not part of the job description and contribute to the psychological and social environment of the workplace. Another opinion from Ahdiyana (in Anam & Rizana, 2021) states that OCB is an action outside of formal obligations (additional role) and has nothing to do with direct remuneration. That is, people with high OCB are willing to be paid by their individual behavior rather than in the form of money or bonuses. The main focus on OCB is that this action can improve organizational performance and even make the organization more efficient because employee behavior is not regulated in detail in job descriptions. (Share, 2017).

Quality Of Work Life
Quality of work life is a way of thinking about individuals, work, and organizations in relation to each other among employees, which has an impact on employee and organizational performance and integrates participatory ideas into the process of solving problems and returning organizational decisions (Legowo & Olihah, 2022). According to (Robbins and Hakim, 2013) in (Djani & Neolaka, 2020) the quality of work life ensures employee welfare, job security, job satisfaction, a good compensation system, employee welfare, and employee participation in achieving the goals set by the organization.

Organizational Commitment
Organizational commitment is a person’s willingness to bind himself and show loyalty to the organization because he feels himself involved in organizational activities. There is a high desire to
become a member of the organization, a sense of wanting to work hard according to the wishes of the organization, there is belief in and acceptance of the assessment and goals of the organization (Bagis et al., 2021). Employees identifying with the organization indicate that workers mix well and conform to the ethics and expectations of the organization that they experience a feeling of oneness with the company. But organizational commitment can also affect whether a worker stays as a member of the organization or leaves to pursue other jobs (Wibowo, 2017).

**Transformational Leadership**

Leadership is an ability possessed by someone in influencing other people to work towards their goals (Bagis et al., 2020). According to Bass (1990) in Wijono (2018) said that transformational leadership is a leader who motivates employees to work towards goals, not because of short-term personal interests, achievements, self-actualization, or feeling safe. By expressing his vision, a transformational leader motivates his employees to work towards his goals and to provide internal rewards.

**Hypothesis Development**

Developing good OCB requires creating quality work. *Quality of work life* focuses on the impact of work on work and organizational effectiveness to provide participatory ideas for solving organizational problems and making decisions and thinking about organizations, according to Paramitha & Rijanti, (2022). According to Mayfield (2013) in Paramitha & Rijanti (2022), OCB is behavior that encourages employees to go beyond their work within the organization, thereby increasing organizational efficiency. The impact of *quality of work life* on OCB was previously investigated by Widiyanti & Rizal (2022), Difa & Claudia (2022), Pujianto & Evendi (2021), and Paramitha & Rijanti (2022). Given the description above, this speculation can form:

**H1: Quality of Work Life has a positive and significant effect on Organizational Citizenship Behavior**

Organizational commitment (OC) is one of the variables that can affect an employee's OCB behavior, because high employee commitment is focused on his work, besides that social behavior will arise that helps each other in the work environment and provides good results for the company (Kurniawan et al, 2022). Kurniawan et al (2022) identified organizational commitment as behavior that makes people work more optimally, is willing to sacrifice personal interests and is able to show loyalty to achieve the vision and mission of the organization. The impact of *organizational commitment* on OCB was previously investigated by CaHYadi & Satrya (2018), Setiana (2022), Syahbanuari & Abdurrahman (2019), and Kurniawan et al (2022). Given the description above, speculation can be formed:

**H2: Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior**

According to Bass & Avolio (in Wijaya & Dewi, 2021) transformational leadership encourages employees to achieve more than is usually expected, motivating them not to prioritize personal interests for the interests of the group or organization. Transformational leadership is a leadership style that can and influences the formation of employee OCB (Kurniawan et al, 2022). An ability that can inspire and motivate and push employees beyond the criteria expected by the organization. The impact of transformational leadership on *organizational citizenship behavior* was previously studied by Nenggor et al (2022), Finthariasari (2022), Saragih et al (2021), and Wijonarko (2021). Given the description above, speculation can be formed:

**H3: Transformational Leadership has a positive and significant effect on Organizational Citizenship Behavior**
Citizenship Behavior

Quality of Work Life (QWL) (X1) → H1+
Organizational Commitment (OC) (X2) → H2+
Kepemimpinan Transformasional (X3) → H3+
Organizational Citizenship Behavior (OCB) (Y1)

2. METHOD STUDY

Type This research is research quantitative Which based on philosophy positivism, Which researching population or certain sample, collection data with instruments study, analysis data quantitative with objective test the hypothesis (Sugiyono, 2019).

The total number of population is 259 nurse. Method taking sample is non probability sampling with purposive sampling method. Technique non-probability sampling is Technique sampling that does not provide equal opportunity/opportunity for each element or member of the population to be selected as a member of the sample. Whereas Method purposive sampling is Technique taking sample see a consideration (Sugiyono, 2019).

3. RESULTS AND DISCUSSION

Results Instrument Test Data

1. Results Validity test

From mark output SPSS test validity shows that all the statement items questionnaire valid Because mark validity variable organizational citizenship behavior, quality of work life, organizational commitment, transformational leadership from whole results testing using r arithmetic > r table, or less from 0.05.

2. Results Test Reliability

Table 1. Reliability Test Results

<table>
<thead>
<tr>
<th>No</th>
<th>Variable</th>
<th>Cronbach Alpha</th>
<th>Standard Cronbach Alpha</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Organizational Citizenship Behavior</td>
<td>0.706</td>
<td>0.60</td>
<td>Reliable</td>
</tr>
<tr>
<td>2</td>
<td>Quality of Work Life</td>
<td>0.838</td>
<td>0.60</td>
<td>Reliable</td>
</tr>
</tbody>
</table>
From the SPSS output value, the reliability test can be obtained concluded that variable organizational citizenship behavior, quality of work life, organizational commitment, transformational leadership variables have value Cronbach Alpha > 0.060 which means all variable in research it's reliable.

**Classical Assumption Test Results**

1. **Results Test Normality**

   Based on the SPSS output value shows *Kolmogorov-Smirnov Test* results were obtained Asymp. Sig.(2-tailed) is .200 _ > 0.05 Which can interpreted that data unstandardized residual has distributed normal, Because that value > 0.05.

2. **Results Test Multicollinearity**

   Based on the SPSS output shows the value the *tolerance* of the Quality of Work Life variable is 0.720 And mark VIF as big 1, 388 Which It means No happen multicollinearity, mark *tolerance* Organizational Commitment variables of 0.685 and value VIF of 1.459 which means it didn't happen multicollinearity, mark *tolerance* variables Transformational Leadership of 0.713 and VIF value as big 1, 403 Which It means No happen multicollinearity.

3. **Results Test Heteroscedasticity**

   Based on output SPSS Quality of Work Life a sig value of 0.684 > 0.05 means no happen heteroscedasticity symptoms, Organizational Commitment a sig value of 0.639 > 0.05 means no happen symptom heteroscedasticity, Transformational Leadership is acquired mark sig 0.414 > _ 0.05 It means No symptoms occur heteroscedasticity as.

**Multiple Linear Regression Analysis Test Results**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model 1( Constant)</td>
<td>2.409</td>
<td>.306</td>
<td>7.884</td>
<td>.000</td>
</tr>
<tr>
<td>Quality of Work Life</td>
<td>.210</td>
<td>.074</td>
<td>.235</td>
<td>2.833</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>068</td>
<td>.070</td>
<td>.083</td>
<td>.973</td>
</tr>
<tr>
<td>Transformational leadership</td>
<td>.117</td>
<td>.041</td>
<td>.238</td>
<td>2.852</td>
</tr>
</tbody>
</table>

Table 2. Multiple Linear Regression Analysis Test Results
Based on the results of the SPSS output above, it is known that the variables quality of work life (X1), organizational commitment (X2), and transformational leadership (X3) on organizational citizenship behavior (Y) can be compiled with the following regression equation:

\[ Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 \]

\[ Y = 2.409 + 0.210 X_1 + 0.068 X_2 + 0.117X_3 \]

The regression equation can be explained as follows:

The constant value (\( \alpha \)) shows a positive value of 2.409 stating that the quality of work life (X1), organizational commitment (X2) and transformational leadership (X3) is zero or there is no change, then organizational citizenship behavior is 2.409 units. The regression coefficient value of the quality of work life variable (X1) shows a positive value of 0.210 stating that each increase in the quality of work life by one unit causes organizational citizenship behavior to increase by 0.210 units assuming other variables remain constant. The value of the regression coefficient of the organizational commitment variable (X2) shows a positive result of 0.068 that every increase in organizational commitment by one unit causes organizational citizenship behavior to increase by 0.068 units assuming other variables remain constant. The regression coefficient value of the transformational leadership variable (X3) shows a positive result of 0.117 that for each increase in transformational leadership by one unit, it causes organizational citizenship behavior to increase by 0.117 units assuming other variables remain constant.

Model Fitment Test Results

1. Determination Test Results

The Adjusted R Square value of the regression model formed in this study is 0.189 which indicates that the ability of the independent variable quality of work life (X1), organizational commitment (X2) and transformational leadership (X3) in explaining the dependent variable organizational citizenship behavior is 18.9% and the remaining 81.1% is influenced by other factors not examined.

2. F test results

The way to determine the degree of freedom (df) for the quantifier (df1) is with the formula df1 = k-1. Then to determine the degree of freedom (df) of the denominator (df2) with the formula (df2) = nk, where k is the number of independent variables and the dependent variable and n is the amount of data. In this study k=4 and n=165, the value (df1) in this study is df1 = 4-1=3 and df2 = 165-4=161. So it can be seen that the ftable value with df1 = 3 and df2 = 161 obtained the Ftable value of 2.66. Furthermore, by comparing Fcount with Ftable above it is known that Fcount is 13.767 > 2.66, it can be concluded that the regression model is declared fit or suitable.

Results Test Influence Partial (t test)

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
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<tr>
<td></td>
<td>B</td>
<td>std. Error</td>
<td>Betas</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>2.409</td>
<td>.306</td>
<td>7.884</td>
<td>.000</td>
</tr>
</tbody>
</table>
Quality of Work Life & Organizational Commitment & Transformational leadership

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<td><strong>Transformational leadership</strong></td>
<td>.117</td>
<td>.041</td>
<td>.238</td>
</tr>
</tbody>
</table>

According to Ghozali (2018) the t statistical test basically shows how far the influence of one explanatory/independent statistic individually explains the variation in dependent statistics. This research was conducted at degrees of freedom (nk-1) so that (100-4-1) obtained $t_{table}$ 1.6 5443 where $t_{count} > t_{table}$ and a significance level of 0.005 < 0.05. Therefore it can be interpreted that **Ho is rejected and Ha is accepted**. This research is in line with Hastuti & Wibowo (2020); Difa & Claudia (2022); and Widiyanti & Rizal (2022) that quality of work life (QWL) has a positive and significant effect on organizational citizenship behavior (OCB).

The results of the second t test for the Organizational Commitment variable ($X_2$) obtained a $t$ value of 0.973 while the $t_{table}$ value in this study was carried out at degrees of freedom (nk-1) so that (100-4-1) obtained $t_{table}$ 1.6 5443 where $t_{count} > t_{table}$ and a significance level of 0.3332 > 0.05. Therefore it can be interpreted that **Ho is accepted and Ha is rejected**. This research is in line with Rahayu and Yanti (2020), which proves that Organizational Commitment has no effect on OCB.

The results of the third t test for the Transformational Leadership variable ($X_3$) obtained a $t$ value of 2.852 while the $t_{table}$ value in this study was carried out at degrees of freedom (nk-1) so that (100-4-1) obtained $t_{table}$ 1.6 5443 where $t_{count} > t_{table}$ and a significance level of 0.005 < 0.05. Therefore it can be interpreted that **Ho is rejected and Ha is accepted**. This research is in line with the research of Wijaya & Dewi (2021); Cahyadi & Satrya (2018); and Kurniawan et al (2022), which prove that transformational leadership has a positive and significant effect on organizational citizenship behavior (OCB).

4. DISCUSSION

Quality of Work Life Has a Positive and Significant Influence on Organizational Citizenship Behavior

From the results of hypothesis testing that has been made, it is positive and significant to organizational citizenship behavior. According to Setiawati & Wahyudi (2019), the quality of work life is an expression of the importance of an appreciation for humans in carrying out activities in their work environment. During this time the nurse at Dr. R. Goeteng Taroenadibrata Purbalingga feels fit for the job he is doing, this is because the work environment is already good, but there are still those who think that the work environment is not entirely good. Nurses also feel that there are limits to the authority conveyed by their superiors, so that nurses feel it is easier to be given the opportunity to develop abilities to improve performance so that it is more optimal and given the opportunity to solve problems faced in agencies and fellow nurses. However, there are still nurses who think that the benefits they receive have not been sufficient for their lives and the company has not given them their responsibilities in carrying out their work.
Organizational Has No Effect on Organizational Citizenship Behavior

From the results of the hypothesis testing that has been made, according to Yanto & Jaenab (2020) organizational commitment is an explanation of the behavior of people who adhere to and really believe in their values and goals. At present the level of loyalty of nurses at RSUD dr. R. Goeteng Taroenadibrata Purbalingga towards his institution is good, this is due to the support between nurses who have a good relationship and a comfortable environment. The higher the commitment will improve performance, so far even though nurses feel that the agency has a role in their life and feel it is right to give loyalty to the instant, but this does not make the nurse have a commitment to the agency, they also feel that leaving or looking for another job is not difficult. Currently the hospital nurse is working because she has been assigned to that agency, so she cannot move to another agency. Therefore, there is a need for attention from the hospital, such as fostering a sense of commitment, so that nurses feel part of the institution.

Transformational Leadership Has a Positive and Significant Influence on Organizational Citizenship Behavior

According to Bass (1990) in Veneta & Amalia (2018) states that transformational leadership is a type of leadership that offers followers something more than just working for their own benefit but also transforms and motivates followers through their ideal influence. Currently a nurse at RSUD dr. R. Goeteng Taroenadibrata Purbalingga is good with the support of the leader, because the leader pays attention and gives directions when carrying out work so as to produce good goals. In addition, leaders motivate nurses to work even better and are given the opportunity to develop their creativity at work, and nurses also feel that leaders not only make them members but also good individuals, so nurses feel cared for by leaders. However, there are still nurses who feel that leaders do not provide opportunities to use their creativity to complete a job and feel that the relationship between leaders and nurses is only limited to superiors and subordinates.

5. CONCLUSION AND SUGGESTION

Conclusion

Based on the results of a study of 165 respondents regarding the influence of quality of work life, organizational commitment and transformational leadership on organizational citizenship behavior, the following conclusions can be drawn:

1. Quality of work life has a positive and significant effect on organizational citizenship behavior in nurses at RSUD Dr. R. Goeteng Taroenadibrata Purbalingga.

2. Organizational Commitment has no effect and is not significant on organizational citizenship behavior in nurses at RSUD Dr. R. Goeteng Taroenadibrata Purbalingga.

3. Transformational leadership has a positive and significant effect on organizational citizenship behavior in nurses at RSUD Dr. R. Goeteng Taroenadibrata Purbalingga.

Suggestion

Based on the results of the research, here are some suggestions that can be used:
1. For RSUD dr. R. Goeteng Taronedibrata Purbalingga

   a. Quality of Work Life

       It is hoped that the leadership of Dr. R. Goeteng Taronedibrata Purbalingga to provide benefits according to performance or work while working, not only looking at the position or status of employees, and giving a reward to employees who have good performance on a regular basis with the intention of improving the quality of work life for dr. R. Goeteng Taronedibrata Purbalingga.

   b. Transformational leadership

       It is hoped that the leadership of Dr. R. Goeteng Taronedibrata Purbalingga to pay attention to other employees to support them in their work and provide confidence and confidence in work, so that the work done produces good results according to company goals.

   c. For Further Researchers

       For future researchers, it is suggested to add other independent variables that can affect organizational citizenship behavior besides quality of work life, organizational commitment, and transformational leadership. This is based on the results of the Adjusted $R^2$ of 18.9%, so there are other variables.

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