

**THE INFLUENCE OF JOB EMBEDDEDNESS AND PERCEIVED ORGANIZATIONAL SUPPORT TOWARDS ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT KPKNL MANADO**

*PENGARUH JOB EMBEDDEDNESS DAN PERSEPSI DUKUNGAN ORGANISASI TERHADAP PERILAKU KEWARGAAN ORGANISASI PADA KPKNL MANADO*

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**Abstract:** In the work world of government institution today, the existing human resources are required to be more competent. Government institutions require employees to perform more than job descriptions or take good extra roles without pay. However, not all of employees or only some want to do or work an extra role without any payment. Thus, it becomes a problem and disadvantage if the employees do not want to self-giving for do the good action, it can disturb the organization to running well. This research has purpose to analyze the influence of job embeddedness and perceived organizational support towards organizational citizenship behavior. The sample of this research is 36 of KPKNL employees. Data analysis used Multiple Linear Regression analysis method conducted by using SPSS 25 version software with the saturation sampling as sampling technique. The results of this research show that Job Embeddedness and Perceived Organizational Support Influence Organizational Citizenship Behavior at KPKNL Manado simultaneously. Job Embeddedness has a positive relationship and has no significant influence towards Organizational Citizenship Behavior, while Perceived Organizational Support has a positive relationship and a significant influence towards Organizational Citizenship Behavior at KPKNL Manado.

**Keywords:** job embeddedness, perceived organizational support, organizational citizenship behavior

**Abstrak:** Dalam dunia kerja instansi pemerintah saat ini, sumber daya manusia yang ada dituntut lebih berkompeten. Institusi pemerintah mengharuskan karyawan untuk melakukan lebih dari deskripsi pekerjaan atau mengambil peran tambahan yang baik tanpa bayaran. Namun, tidak semua karyawan atau hanya sebagian ingin melakukan atau bekerja peran ekstra tanpa bayaran apapun. Sehingga menjadi masalah dan kerugian jika karyawan tidak mau memberikan diri untuk berbuat baik, hal tersebut dapat mengganggu organisasi untuk berjalan dengan baik. Penelitian ini bertujuan untuk menganalisis pengaruh keterikatan pekerjaan dan persepsi dukungan organisasi terhadap perilaku kewargaan organisasional. Sampel penelitian ini adalah 36 pegawai KPKNL. Analisis data menggunakan metode analisis Regresi Linier Berganda yang dilakukan menggunakan software SPSS versi 25 dengan menggunakan sampel jenuh sebagai teknik pengambil sampel. Hasil penelitian menunjukkan bahwa Job Embeddedness dan Persepsi Dukungan Organisasi berpengaruh terhadap Perilaku Kewargaan Organisasi di KPKNL Manado secara simultan. Job Embeddedness memiliki hubungan yang positif dan tidak berpengaruh signifikan terhadap Perilaku Kewargaan Organisasi, sedangkan Persepsi Dukungan Organisasi memiliki hubungan yang positif dan signifikan terhadap Perilaku Kewargaan Organisasi di KPKNL Manado.

**Kata kunci:** job embeddedness, persepsi dukungan organisasi, perilaku kewargaan organisasi

## INTRODUCTION

### Research Background

In the work world of government institution today, the existing human resources are required to be more competent. Government institutions require employees both civil servant and contract employees to perform more than job descriptions or take good extra roles without pay. In the work world of government institution today, the existing human resources are required to be more competent time by time. It is an advantage for institution to have organizational citizenship behavior. However, not all of employees want or only some of them want to do or work an extra role without any payment. Thus, it becomes a problem and disadvantage if the employees do not want to give themselves for do good action, it can disturb the organization to running well.

Organizational citizenship behavior (OCB) is an interesting thing that needs to be studied more deeply. OCB is voluntarily good action or behavior of the employees to the organization. OCB has some benefits such as can decrease the cost for pay the employee to do something more than their tasks without any forces, OCB enhances the organization's ability to attract and retain the best employees, it can increase the productivity between the employees, management of organization, good communication, responsibility, and organization stability (Organ et al., (2006) in Aswin., et al. (2017)). But, if employees' OCB decrease, it can disadvantage the institution especially government.

One factor is expected to influence OCB is job embeddedness. Holtom et al., (2006) described Job embeddedness (JE) "represents a broad set of influences on an employee's decision to stay on the job". The higher bounding of JE, the higher to employee doing OCB (Nafei, 2015). Many studies have shown that job embeddedness influences OCB. Yet, there are previous researches with mixed results. Wijayanto and Kismono (2004) found that JE correlates positively meaning there is a positive relationship between employee embeddedness and their active involvement in OCB. On the contrary, Nostra (2011) found that no relation between job embeddedness and organizational citizenship behavior of the employee.

Another factor is expected to influence OCB is Perceived Organizational Support (POS). According to Rhoades and Eisenberger (2002), Perceived Organizational Support (POS) is "a common feeling of employees toward their organizations; it explains whether they 'value their employees' contributions and pay attention to their well-being". When the employees receive support from the organization, they will perform better or do more for the organization. POS and OCB are directly related to each other. POS provides the base for OCB is used by the employees (Nisar, 2014). Based on the previous research of Osman et al. (2015), they found that POS has the highest correlation with OCB than the others variable (Job Satisfaction, Job Motivation). Then, the research from Ali et al., (2018) the result has got the relationship between perceived organizational support and citizenship behavior of employees.

KPKNL Manado is a government institution, part of DJKN (Directorate General of State Finance) which is under of Ministry of Finance and has mainly focuses on two things which are the management of the nation's (Indonesian) wealth or state asset and also do auction in certain basis. KPKNL provides service for the people focusing inside North Sulawesi. Then, because the previous research of the factors that are expected to influence OCB have a pro and contra, it is interesting to conduct the research with the title "The Influence of Job Embeddedness and Perceived Organizational Support Towards Employee Organizational Citizenship Behavior at KPKNL Manado".

### Research Objectives

The objectives of this research are:

1. To reveal the influence of job embeddedness on the organizational citizenship behavior at KPKNL Manado.
2. To reveal the influence of perceived organizational support on the organizational citizenship behavior at KPKNL Manado.
3. To reveal the influence of job embeddedness and perceived organizational support on the organizational citizenship behavior at KPKNL Manado.

## THEORETICAL REVIEW

### Human Resource Management

According to Armstrong (2006), human resource management is defined as a strategic and coherent approach to the management of an organizations most valued assets, the people working there who individually and collectively contributes to the achievement of its objectives.

### Job Embeddedness

Mitchel et al., (2001) defined the concept of embedded employment represents of strengths that can influence employee engagement with the organizations that employ them that is suggested that organization context and community in which employees belong and become stuck with his/her environment and in turn will help increase employee to remain with the employing organization. There are 6 dimensions of the job embeddedness (Clinton et al., 2012): fit to organization, link to organization, organization sacrifice, fit to community, link to community, and community sacrifice.

### Perceived Organizational Support

According to Rhoades and Eisenberger (2002), Perceived Organizational Support (POS) as a common feeling of employees toward their organizations; it explains whether they value their employees' contributions and pay attention to their well-being, and has 3 dimensions such as Fairness, Supervision Support and Organizational Reward and Job Conditions.

### Organizational Citizenship Behavior

According to Organ (1988) Organizational Citizenship Behavior is a form of behavior that is an individual choice and initiative, not related to the organization's formal reward system but in the aggregate increases organizational effectiveness. There are 5 dimensions of OCB: altruism, civic virtue, conscientiousness, courtesy, and sportsmanship (Habeeb, 2019).

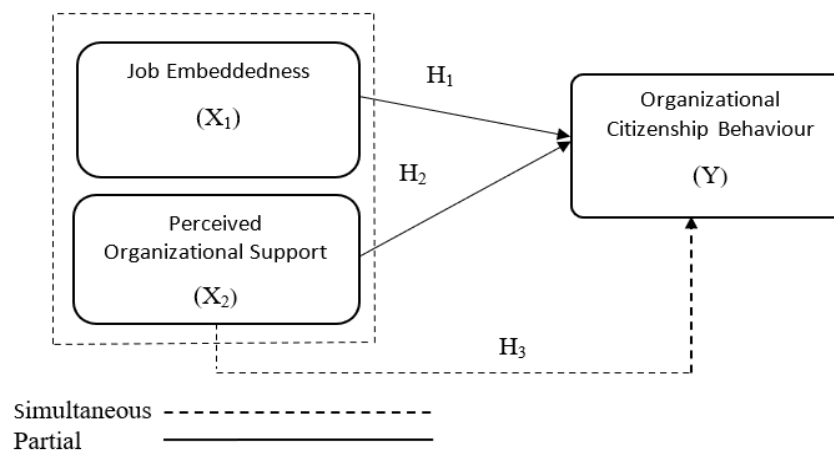
### Previous Researches

Nafei (2015) investigates the effect of job embeddedness on quality work of life and organizational citizenship behaviour (OCB) at Menoufia University Hospitals. The result Job embeddedness factors such as fit, links and sacrifice have an impact on quality work of life and organizational citizenship behavior and support the view that JE, QWL, and OCB are related constructs.

Muhammad (2015) conducted a research to examines the relationship among perceived organizational support, affective organizational commitment, and employee citizenship behavior in Kuwaiti business organizations. Results indicate that: (1) perceived organizational support is positively related to affective organizational commitment and (2) affective organizational commitment mediates the relationship between perceived organizational support, and organizational citizenship behavior.

Indrawiani, Anggraeni and Indrayanto (2018) the purpose of this research is to analyze the influence of Perceived Organizational Support (POS) and Psychological Capital Toward Organizational Citizenship Behavior (OCB) in the context of semi military based public organization of Civil Service Police Unit (Satpol-PP) of Banyumas Regency. The results showed that perceived organizational support is positively and significantly related to OCB and psychological capital is positively related to OCB. This provides input for semi-military based organizations to improve employee welfare and development as well as increase their psychological capital to increase employee's extra role behavior, thereby increasing organizational productivity.

### Conceptual Framework



**Figure 1. Conceptual Framework**

*Source: Data Processed, 2020*

### Research Hypothesis

H<sub>1</sub>: Job embeddedness influences organizational citizenship behavior partially.

H<sub>2</sub>: Perceived Organizational Support influences organizational citizenship behavior partially.

H<sub>3</sub>: Job embeddedness and perceived organizational support influence organizational citizenship behavior simultaneously.

## RESEARCH METHOD

### Research Approach

This research is a quantitative research that can be measured in the form of information or explanation expressed in the form of numbers, Sugiyono (2010). The type of this research is causal research that seeks to identify cause and-effect relationships.

### Population, Sample Size and Sampling Technique

The population in this research is the employees of KPKNL Manado. The sample size is 36 respondents which is all employees at KPKNL. The sampling technique in this research is saturated sampling which is a sampling technique when all members of the population are used as samples that often done if the population is relatively small or a research wants to make generalization with very small errors.

### Data Collection Method

This research used questionnaires as the data collection method by asking people to respond to exactly the same set of question (Saunders et al., 2009). The questionnaires are distributed to the all employees of KPKNL Manado.

### Operational Definiton and Measurement of Research Variable

Table 1. Definition of Research Variable

Variable	Operational Definition	Indicators
<b>Job Embeddedness (X1)</b>	Job embeddedness is how an employee can stay along with an organization because of some factors such as organization and community that make the employee embedded	1. Fit to organization 2. Link to organization 3. Organization sacrifice 4. Fit to community 5. Link to community 6. Community sacrifice (Adapted from Clinton et al., 2012),
<b>Perceived Organizational Support (X2)</b>	Support of organization to the employees that employees can feel they contribution get value from organization and get attention to the well-being	1. Fairness 2. Supervision Support 3. Organizational Reward and Job Conditions (Adapted from Rhoades and Eisenberger 2002)
<b>Organizational Citizenship Behavior (Y)</b>	A voluntary work or extra role work of employees against organization without any rules and forces	1. Altruism 2. Civic Virtue 3. Conscientious 4. Courtesy 5. Sportsmanship (Adapted from Habeeb, 2019)

Source: Data Processed, 2020

### Validity and Reliability

Validity test is a test to determine and measure whether the instruments used are valid or not in this research. In validity test, there is *Pearson Correlation* to identify the validity of instruments items. Reliability test is a test after the questionnaire is valid and has purpose to know and show how stable and consistent the instrument taps the variables. To measure the reliability this research used Cronbach's Alpha.

### Multiple Linear Regression

Multiple Linear Regression used to predict the influence of the two independent variables (X) to dependent variable (Y). The equation as follows:

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where:

- y = Organizational Citizenship Behavior (predictand variable)  
 $\beta_0$  = Constant  
 $\beta_1$  and  $\beta_2$  = The regression coefficient of each variable  
 $X_1$  = Job embeddedness  
 $X_2$  = Perceived Organizational Support  
 $\varepsilon$  = Error

## RESULT AND DISCUSSION

### Result Research Instrment Testing (Validity and Reliability)

#### Validity and Reliability

The validity test of every indicator ( $r_{count}$ ) of variables Job Embeddedness ( $X_1$ ), Perceived Organizational Support ( $X_2$ ) and Organizational Citizenship Behavior (Y) have higher value than  $r_{table}$  value which is 0.329 and below than the significant level which is 5% or 0.05, means all indicators are valid. Then, the result of reliability test by using Cronbach's alpha is more than 0,6 which is 0,761. It means the questionnaire is reliable.

### Result of Multiple Linear Regression Analysis Table

Table 2. Multiple Linear Regression

Model		Coefficients <sup>a</sup>			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	7.650	2.140		3.575	.001
	Job Embeddedness ( $X_1$ )	.059	.081	.104	.729	.471
	Perceived Organizational Support ( $X_2$ )	1.027	.205	.713	5.005	.000

a. Dependent Variable: Organizational Citizenship Behavior (Y)

Source: Data Processed, 2020.

The result in the Table 2 can be shown through the formula of regression equation as follows:

$$Y = 7,650 + 0,059X_1 + 1,027X_2 + e$$

- The constant value is 7,650. It means that all the independent variables which are Job Embeddedness ( $X_1$ ) and Perceive Organizational Support ( $X_2$ ) equal to zero, then the value of Organizational Citizenship Behavior (Y) is 7,650.
- Regression coefficient of Job Embeddedness ( $X_1$ ) is 0,059. It means if there is one-unit increase in Job Embeddedness ( $X_1$ ), then the Organizational Citizenship Behavior (Y) is increasing by 0,059 with the assumption that the other variables are constant.
- Regression coefficient of Perceived Organizational Support ( $X_2$ ) is 1,027. It means if there is one-unit increase in Perceived Organizational Support ( $X_2$ ), then the Organizational Citizenship Behavior (Y) is increasing by 1,027 with the assumption that the other variables are constant.

### Coefficient of Multiple Correlation (R) and Coefficient of Determination (R<sup>2</sup>)

Table 3. Correlation Coefficient and Coefficient Determination

Model	R	Model Summary		
		R Square	Adjusted R Square	Std. Error of the Estimate
1	.785 <sup>a</sup>	.617	.594	1.192

a. Predictors: (Constant), Perceived Organizational Support ( $X_2$ ), Job Embeddedness ( $X_1$ )

Source: Data Processed, 2020.

The table 3 shows the R value is 0,785 that close to 1, it means there is tightly relationship between the independent variables and dependent variable. The  $R^2$  value is 0.617 means that the 61.7% variation of organizational citizenship behavior (Y) as dependent variables is explained by the variation in job embeddedness ( $X_1$ ) and perceived organizational support ( $X_2$ ) as independent variables. The rest of 39,3% is influenced by other variable which is not explained in this research.

### Normality

**Table 4. Normality Test**

#### One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		36
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.15727487
Most Extreme Differences	Absolute	.193
	Positive	.192
	Negative	-.193
Test Statistic		.193
Asymp. Sig. (2-tailed)		.051 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

Source: Data Processed, 2020.

This table shows, the significance value of Asymp. Sig. (2-tailed) is above 0,050 which is 0,051, means the data distributed normally.

### Multicollinearity

**Table 5. Multicollinearity Test**

VARIABEL	Collinearity Statistics				Status
	TOLERANCE		VIF		
	RESULT	VALUE	RESULT	VALUE	
Job Embeddedness	0.572	> 0.1	1.749	< 10	No Multicollinearity
Perceive Organizational Support	0.572	> 0.1	1.749	< 10	No Multicollinearity

Source: Data Processed, 2020.

Based on table 5. Above, it shown that the tolerance value of both variable independent are at 0.572 which is over than 0.1, and the value of VIF of both variable independent are 1.749 which below 10. From the results, there is no multicollinearity from the independent variables.

### Heteroscedasticity

**Table 6. Heteroscedasticity Test**

Variable	Sig
Job Embeddedness ( $X_1$ )	0,983
Perceived Organizational Support ( $X_2$ )	0,051

Source: Data Processed, 2020.

Based on the Table 6 that used Glejser test, the significant value of job embeddedness is 0,983 and perceived organizational support is 0,051. All variables have the significant value  $\geq 0,05$ . Therefore, there is no heteroscedasticity in this regression model.

**Hypothesis Testing****F-Test****Table 7. Simultaneous Test (f-test Output)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75.431	2	37.715	26.552	.000 <sup>b</sup>
	Residual	46.875	33	1.420		
	Total	122.306	35			

a. Dependent Variable: Organizational Citizenship Behavior (Y)

b. Predictors: (Constant), Perceived Organizational Support (X<sub>2</sub>), Job Embeddedness (X<sub>1</sub>)

Source: Data Processed, 2020.

Based on the Table 7 that shows the F-test result in ANOVA output with 5% ( $\alpha=0.05$ ) as the level of significance, the result of significant level is 0.000, it is below 5% ( $\alpha=0.05$ ). The result shows that  $F_{\text{count}} > F_{\text{table}}$  which is  $26,552 > 3,28$ . Meaning the third hypothesis (H<sub>3</sub>) that states Job Embeddedness (X<sub>1</sub>) and Perceived Organizational Support (X<sub>2</sub>) have significant influence to Organizational Citizenship Behavior (Y) simultaneously is accepted.

**t-Test****Table 8. Partial Test (t-test Output)**

Model	T	t <sub>table</sub>	Sig.	Status
1 (Constant)	3.575		.001	
Job Embeddedness (X <sub>1</sub> )	.729	2.03452	.471	<b>Rejected</b>
Perceived Organizational Support (X <sub>2</sub> )	5.005	2.03452	.000	<b>Accepted</b>

a. Dependent Variable: Cyberloafing

Source: Data Processed, 2020.

Based on the Table above, the variable of job embeddedness has  $t_{\text{count}}$  is 0,729 and  $t_{\text{table}}$  is 2,03452 means  $t_{\text{count}} < t_{\text{table}}$  or  $0,729 < 2,03452$  with the significant level is 0,471, more than 0,05. The H<sub>1</sub> (first hypothesis) that states Job Embeddedness (X<sub>1</sub>) has significant influence to Organizational Citizenship Behavior (Y) partially is rejected. While the variable of Perceived Organizational Support has  $t_{\text{count}}$  is 5,005 and  $t_{\text{table}}$  is 2,03452. It means  $t_{\text{count}} > t_{\text{table}}$  or  $5,005 > 2,03452$  with the significant level is 0,000, below than 0,05. It means, the H<sub>2</sub> that states Perceived Organizational Support (X<sub>2</sub>) has significant influence to Organizational Citizenship Behavior (Y) partially is accepted.

**Discussion**

Job embeddedness and perceive organizational support are the independent variables that affect the dependent variable which is Organizational Citizenship behavior. Employee who feel job embeddedness and perceive organizational support will naturally make them to do more of the work which is organizational citizenship behavior as self-giving. Job embeddedness is how an employee can stay along with an organization because of organization and community aspect that make the employee embedded with the organization. The bond between the employee, work, the organization and community will further influence the behavior of the employees. It makes the hypothesis that Job Embeddedness has a significant influence on Organizational Citizenship Behavior. Based on the results of t-test, it was found that Job Embeddedness does not have a significant influence on Organizational Citizenship Behavior. The results of this study are in line with previous studies conducted by Nostra (2011) that found there is no significant influence between job embeddedness and organizational citizenship behavior of the employee. Then, the other one is Perceived organizational support is the support from the organization to its employees that the employees can feel their contribution, get value from organization and get attention to the well-being. The hypothesis of this research was proven right because the result of t-test showed that Perceived Organizational Support has a significant influence on Organizational Citizenship Behavior. This results support research conducted by Nisar et al. (2014) that found the Perceived Organizational Support has positive and strong influence and positive correlation with Organizational Citizenship

Behavior. The employees will have positive behavior and they will contribute well towards the enhancement of their institutions if there is a fair environment and evenhanded by organization. The higher the POS of an employee, the higher the desire to reply by applying beyond his/her job description. POS affects the employee's positive attitude to doing OCB.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusion

1. Job Embeddedness has a positive correlation but not significantly influence to Organizational Citizenship Behavior at KPKNL Manado.
2. Perceived Organizational Support has a positive correlation and significantly influence to Organizational Citizenship Behavior at KPKNL Manado.
3. Job Embeddedness and Perceived Organizational Support have a significant influence to Organizational Citizenship Behavior at KPKNL Manado.

### Recommendation

1. This research recommends KPKNL Manado to do more activities carried out by all employees in order to increase interaction between employees and become embedded one another so the employees inside the organization can have a tight relation that can exist the OCB, it can be make a new interesting project for the employees or doing training also.
2. KPKNL Manado should do gathering or recreation together entire people of organization to make the employees comfortable and make them feel they are home even though they are far away from their family.
3. This research can be used as a reference in the future study or research to develop or build new idea that can be implemented towards human resource study.
4. The future researcher may have more samples (can use other object/place) and may develop this research by using the other independent variable or the other factor that influence organizational citizenship behavior for the future better research.

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