

THE INFLUENCE OF CAREER DEVELOPMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) ON TURNOVER INTENTION THROUGH AFFECTIVE COMMITMENT

PENGARUH PENGEMBANGAN KARIR DAN ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) TERHADAP TURNOVER INTENTION MELALUI KOMITMEN AFEKTIF

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ABSTRACT

In this study, the aim is to analyze The Influence of Career Development and Organizational Citizenship Behavior (OCB) on Turnover Intention Through Affective Commitment. This research was conducted at PT. Brataco Pekanbaru. The data source for this research was from employees of PT. Brataco Pekanbaru, Riau, Indonesia. The sample size was 30 respondents. Furthermore, the data analysis techniques were descriptive analysis, convergent and discriminant validity tests, reliability tests, and SEM-PLS analysis. The results of the research: from the processed data. Shows the calculation of the influence of variables Career Development has a significant influence on Affective Commitment, Organizational Citizenship Behavior to Affective Commitment does not have a significant effect, Affective Commitment has a direct impact on Turnover Intention, career development to Turnover Intention through Affective Commitment significantly influence Organizational Citizenship Behavior on Turnover Intention through Affective Commitment. There is no significant influence.

Keywords: Career Development, Organizational Citizenship Behavior (OCB), Turnover Intention Affective Commitment

ABSTRAK

Penelitian ini bertujuan untuk menganalisis Pengaruh Pengembangan Karier dan Perilaku Kewargaan Organisasi (Organizational Citizenship Behavior/OCB) terhadap Turnover Intention melalui Komitmen Afektif. Penelitian ini dilakukan di PT. Brataco Pekanbaru. Sumber data dalam penelitian ini berasal dari karyawan PT. Brataco Pekanbaru, Riau, Indonesia, dengan jumlah sampel sebanyak 30 responden. Teknik analisis data yang digunakan meliputi analisis deskriptif, uji validitas konvergen dan diskriminan, uji reliabilitas, serta analisis SEM-PLS. Hasil penelitian berdasarkan pengolahan data menunjukkan bahwa Pengembangan Karier berpengaruh signifikan terhadap Komitmen Afektif. Perilaku Kewargaan Organisasi tidak berpengaruh signifikan terhadap Komitmen Afektif. Komitmen Afektif memiliki pengaruh langsung terhadap Turnover Intention. Pengembangan Karier berpengaruh signifikan terhadap Turnover Intention melalui Komitmen Afektif, sedangkan Perilaku Kewargaan Organisasi tidak berpengaruh signifikan terhadap Turnover Intention melalui Komitmen Afektif.

Kata Kunci: Pengembangan Karier, Perilaku Kewargaan Organisasi (OCB), Turnover Intention, Komitmen Afektif

1. INTRODUCTION

In today's competitive landscape, global companies have realized that only by developing human resources can companies continue to grow, as product innovation lies within people themselves. Human resources are a crucial asset or capital for organizational effectiveness, developing systems and product innovation efforts, ensuring a competitive advantage over competitors.

The human aspect plays a crucial role in a company, as it is the driving force that enables the company to operate, grow, survive, and innovate to advance the company. Therefore, humans are an invisible asset/human capital that encompasses education level, knowledge, skills, competencies, work attitudes, the ability to innovate, motivation, organizational citizenship behavior, interactions with coworkers, consumers, suppliers, and others (Abda Alif. 2015).

However, according to Hidayati & Trisnawati in the quote (Meydy, et al. 2018), a phenomenon that often occurs is the performance of a company that is good in achieving targets, but can be damaged by the behavior of employees who want to leave (turnover intention) and influence a person's thinking. The human aspect has a very crucial role in the company, because they are the driving force that makes the company able to operate, grow, survive, and innovate to advance the company. Therefore, humans are invisible assets/human capital that include education level, knowledge, skills, competencies, work attitudes, ability to innovate, motivation, organizational citizenship behavior, interactions with colleagues, consumers, suppliers, and others (Abda Alif. 2015). to leave the company and try to find another job that is better than the previous workplace. Employees who feel appreciated will be more diligent in their work. One form of appreciation is through career development, which is related to work performance and employee loyalty to the organization (Indryani and Komang Ardana, 2019).

According to (Handoyo T.L., & Suryatunnisak. 2024) career development can demonstrate the potential of employees and encourage employees to progress and continue learning so that their potential has the right targets. In addition, employee growth must be in line with career goals with the hope of motivating employees to continue developing. Where one of the reasons employees join the company is inseparable from the desire to get a good career, this can be achieved if employees have competencies according to the company's needs and also must have good performance according to the targets that have been given. In addition to the problem of turnover, companies also need to improve OCB behaviors that fully utilize scarce human resources (Abdulrab in Mega Wandani, et al. 2022).

According to Robbins and Judge (Indryani and Komang Ardana, 2019), the advancement of an organization requires employees who are capable of going beyond their job descriptions, where employees deliver performance that exceeds the expectations set by their superiors. One behavior that can increase employee productivity within a company is organizational citizenship behavior. According to (Suzana, A. 2017) Organizational citizenship behavior (OCB) is considered as behavior in the workplace that is in accordance with personal judgment that goes beyond one's basic job requirements. Employees who have OCB traits are solely for the progress of the company and do not expect any awards or rewards from the company (Suryatunnisak, S., Handoyo, L. T., & Hsb, M. S. 2024). In addition, Employees who have high OCB are considered an important indicator of positive employee performance (rusad et al.,

2017).

In previous research (I Wayan Saklit. 2017) the results of his research showed that Career Development for Turnover Intention employee satisfaction, both directly and through job satisfaction. This research aligns with research by Nur Cahya Dewi et al. (2023) that found career development has a positive influence on turnover intention. Then in another study on the relationship between the influence of Organizational Citizenship Behavior (OCB) on Turnover Intention (Muaja, F. G., Trang, I., & Lumintang, G. G. (2021). From the results

Research shows that Organizational Citizenship Behavior (OCB) has a negative and significant effect on Turnover Intention. The results of the study indicate that OCB has a negative and significant effect on turnover intention, which can be interpreted as the emergence of OCB in employees is caused by the character of the employee, such as a strong sense of compassion for others, so that the desire to help friends who have not yet completed their work targets becomes a reason for someone to act extra/role in their work. Another possibility is that the large amount of time employees spend at work encourages them to do other work outside their duties and responsibilities, such as helping other friends who have not yet finished their work rather than just waiting for the time to go home. Meanwhile, in research (Meydy, et al. 2018) OCB on turnover intention shows a negative and insignificant relationship. This means that although it has a negative effect, the effect is not too large, only 4.5%. This indicates that the employee's desire to leave is not entirely due to the presence or absence of OCB. But it could be 95.5% influenced by other factors that can have a greater influence on turnover intention.

PT. Brataco Pekanbaru is a company engaged in the sale of chemicals. PT. Brataco has three sales divisions: the pharmaceutical chemicals division, the industrial chemicals division, and the chemical division. In today's modern era, no product is free from the use of chemicals, leading to an ever-increasing demand for chemicals. With this significant increase in chemical demand, entrepreneurs see significant opportunities in this sector, leading to the emergence of many new companies offering similar products and services. This has resulted in the emergence of a competitive advantage. Business threats to PT. Brataco, therefore PT. Brataco must be able to create new breakthroughs and innovations to be able to survive in the business world, one of which is by improving the competence of human resources. For example, providing contributions to employees in the form of job promotions, annual bonuses, holding family gatherings and other facilities to create employee comfort in the workplace. Because nowadays, many companies cannot increase their productivity. Career development and can't create Organizational Citizenship Behavior (OCB) And Commitment. The affective nature of employees means that many employees tend or intend to do so. turnover intention.

Based on the background that has been displayed, then the fundamental problem is how far the influence "Career Development and Organizational Citizenship Behavior (OCB) Towards Turnover Intention Through Affective Commitment.

2. LITERATURE REVIEW

2.1. Career Development

Career development is an activity that can be managed by the company, particularly the HR team, and should be included in other HR development activities.

Corporate development is the role of employees in helping them plan their careers within the company, thereby developing both the company and the employees (Hidayat & Heryjanto, 2024).

According to (Siagian in Arismunandar, M. F., & Khair, H : 2020). said there are seven things that need attention in career development, namely: satisfactory work performance, recognition by other parties, loyalty to the organization, use of mentors and sponsors, support from subordinates, use of opportunities to grow and quit at one's own request or will.

According to Siagian, which was developed by Yolinda, N., & Marlius, D. (2023). Career development indicators are: 1. Fair treatment in career 2. Concern from direct superiors 3. Information about various promotion opportunities 4. Interest in being promoted 5. Level of satisfaction

2.2. Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) or can be called as extra behavior shown by employees while working in an organization, this behavior is not a work obligation but this behavior has an effective and beneficial impact on the organization (Fatmawati et al.; 2022).

Organizations want subordinates who are able to do work outside their own duties. OCB in an organization can be seen from several aspects: first, Always ready to help people in the work environment; second, helping the work of absent colleagues; third, Willing to help colleagues who have problems at work; fourth, Considers presence at work is very important; fifth, Does not add break time; sixth, I am one of the most conscientious staff.

According to the organ developed Putra, et al (2021) present seven dimensions of Organizational Citizenship Behavior (OCB) and each has several indicators as follows: 1. Altruism 2. Conscientiousness 3. Sportmanship 4. Courtesy 5. Civic virtue 6. Peacekeeping 7. Cheerleading.

2.3. Turnover Intention

According to (Gary Dessler, 2015:326), turnover is defined as the rate at which employees leave a company, which varies across industry sectors. High turnover intention indicates that employees feel uncomfortable working at the company. The intention to leave a job is categorized as a serious problem, especially nowadays when many employees are leaving organizations or being fired. The intention to leave a job is the plan of an organization's employees to leave their positions.

According to (Mobley in the quote Rostandi, R. M., & Senen, S. H. 2021) Turnover intention is the tendency or intention of employees to stop working from their jobs voluntarily or move from one workplace to another according to their own choice.

According to Mobley et al. In Rostandi, R. M., & Senen, S. H. (2021). states that the turnover intention measurement indicators consist of: 1. Having thoughts of leaving the organization (thinking of quitting). 2. Intention to look for work elsewhere (intention to search for alternatives) and 3. Intention to leave the company (intention to quit).

2.4. Affective Commitment

According to Meyer and Allen who developed (Ariyani, R. P. N., & Sugiyanto, E. K. ; 2020). Affective commitment occurs when employees want to be part of the company

because of an emotional bond. Employees recognize the similarities between themselves and the company, thus showing concern and consequently forming an impressive commitment (want). Indicators of affective commitment according to Allen and Mayer in Nurandini (2014) are 1) The desire to be a member of the organization, 2) Feeling involved in achieving company goals, 3) Emotional connection, 4) Proud of the company to others.

Indicators of affective commitment according to Allen and Mayer in Ariyani, R. P. N., & Sugiyanto, E. K. (2020). The desire to be a member of the organization, 2) Feeling involved in achieving company goals, 3) Emotional connection, 4) Making the company proud to others.



Figure 1. Research Framework

3. METHODS

This research tends to be descriptive in nature, explanatory, which adopts quantitative methods to test hypotheses empirically. According to Sugiyono (2017:8), quantitative is a research method based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments. Meanwhile, the main audience of this research is academics who are involved in the scientific community and practitioners in the field of management. Therefore, this study uses a survey cross sectional to collect data for each hypothesized variable. This study collected data by distributing questionnaires to all employees working at PT. Brataco Pekanbaru, Riau, Indonesia. With a population of 30 people, these 30 people also served as the sample in this study. The sampling technique in this study was saturated sampling, because the population was less than 100.

According to Arikunto (2012:104), the definition of saturated sampling is a sampling technique where the entire population is used as a sample, also known as a census. If the population is less than 100 people, the entire sample is taken. In this study, the sample will be all employees of PT. Brataco Pekanbaru, Riau, Indonesia.

4. RESULTS AND DISCUSSIONS

4.1. Reliability Test Results

The construct reliability of a measurement model with reflective indicators can be measured by examining the composite reliability value of the indicator blocks that measure the construct. A construct is considered reliable if the composite reliability value is above 0.70. Reliability testing can also be strengthened with Cronbach's Alpha, with a recommended value above 0.6. The results of the reliability test are presented in Table 1 below.

Table 1. Reliability Test Results

Construct	Composite Reliability	Cronbach's alpha coefficients
Career Development	0.885	0.804
Organizational Citizenship Behavior	0.811	0.649
Turnover Intention	1.000	1.000
Affective Commitment	1.000	1.000

Source: Processed data, 2023

Table 1 above shows that the composite reliability and Cronbach's alpha coefficients for all constructs are above 0.7 and above 0.6, respectively. This means that all constructs in the estimated model meet the requirements for reliability testing.

4.2. Validity Test Results

This validity test shows the suitability of each indicator with the theories used to define a construct (Hartono, 2008). The validation test is seen from the output results using the criteria of factor loadings (cross-loadings factor) with a value of more than 0.50 and average variance extracted (AVE) with a value exceeding 0.50 for the convergent validity test and for the discriminant validity test using the comparison of the root of the AVE with the correlation between variables. The AVE value of the construct should be higher than the correlation between latent variables (Solihin and Ratmono, 2013). The following are the results of the validity test;

Table 2. Combined loadings and cross-loadings factor

	PK	OCB	THE	OF
PK2	0,903	0,47	0,316	-0,007
PK4	0,863	0,515	0,401	0,242
PK1	0,776	0,471	0,183	-0,059
OCB3	0,580	0,755	0,263	0,259
OCB5	0,325	0,812	-0,13	-0,06
OCB6	0,418	0,732	0,032	-0,226
KA3	0,358	0,066	1,000	0,511
TI1	0,073	-0,011	0,511	1,000

Source: Processed data, 2025

Table 3. Comparison of the roots of AVE with correlations between variables

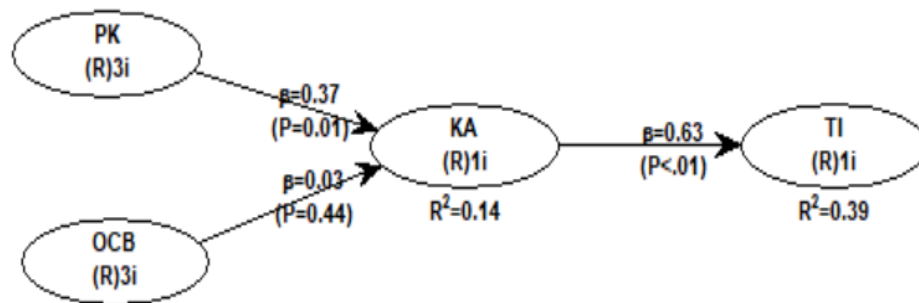
	AVE
Career Development	0.721
Organizational Citizenship Behavior	0.588
Turnover Intention	1.000
Affective Commitment	1.000

Source: Processed data, 2025

Based on the results of the WarpPLS 8.0 calculations in table 2, it shows that each value in the cross-loadings factor has reached a value above 0.5 with a p-value below 0.001. Thus, the convergent validity test criteria have been met. In table 3 above, it can be obtained that the AVE root value is higher than the correlation value between variables and other variables and this means that all variables in this research model have met the discriminant validity criteria. Thus, the instrument used in this study has met all the validity test requirements.

4.3. Hypothesis Test Results

The following are the test results using WarpPLS 8.0 with a confidence level used in this study of 5%;



Source: Data processed with WarpPLS 8.0, 2025

Figure 2: WarpPLS 8.0 Output Results

The basis used in testing the hypothesis is the value contained in the output path coefficients. If the p-value is <0.05, the hypothesis is accepted. The following is a summary table of the research hypothesis testing results:

Table 4. Summary of Research Results

		Coefficient	P value	Results
H1	Career DevelopmentAffective Commitment	0.370***	< 0.001	Supported
H2	Organizational Citizenship Behavior Affective Commitment	0.027	> 0.001	Not Supported
H3	Affective Commitment Turnover Intention	0.626***	< 0.001	Supported
H4	Career DevelopmentAffective Commitment Turnover Intention	0.232***	< 0.001	Supported
H5	Organizational Citizenship BehaviorAffective Commitment Turnover Intention	0.017	< 0.001	Not Supported

Source: Processed Data, 2025

From the summary of research results in table 4, it can be seen that hypothesis 1, namely Career Development, has a significant influence on Affective Commitment

directly with a value of 0.370*** with a p value < 0.001, hypothesis 2, namely Organizational Citizenship Behavior to Affective Commitment does not have a significant effect, because it has a value of 0.027, meaning $p > 0.001$, hypothesis 3 Affective Commitment has a direct impact on Turnover Intention with a value of 0.626*** with a p value < 0.001, then hypothesis 4 indirect influence, namely career development on Turnover Intention through Affective Commitment has a significant effect with a value of 0.232*** with a p value < 0.001. While hypothesis 5 has an indirect effect, namely Organizational Citizenship Behavior on Turnover Intention through Affective Commitment, there is no significant influence with a value of 0.017 with a value of $p > 0.001$.

Discussion

H1: Career Development on Affective Commitment

The results of the study show that Career Development influential significantly on affective commitment directly with a value of 0.370*** with a p value < 0.001. This means that in this study, employee career development at PT. Brataco Pekanbaru greatly influences employees to commit to producing good performance. However, the results of this study contradict the results of previous studies (Bastian, A., & Amdanata, D. D. (2023)). The research results show that career development does not have a significant direct impact on the performance of employees at the Riau Provincial DPRD Secretariat. The absence of any influence of career development on employee performance indicates that career development is not a factor that can influence employee performance at the Riau Provincial DPRD Secretariat. This proves that without career development, DPRD Secretariat employees remain committed to producing good performance.

H2: Organizational Citizenship Behavior on Affective Commitment

The results of the study show that Organizational Citizenship Behavior to Affective Commitment does not have a significant effect on PT. Brataco Pekanbaru. This means there is no significant effect Organizational Citizenship Behavior on employee performance, indicating that Organizational Citizenship Behavior is not a factor that can influence employee performance at PT. Brataco Pekanbaru. This proves that without Organizational Citizenship Behavior PT. Brataco Pekanbaru remains committed to producing good performance for the company concerned. However, in previous research (Ahmad, T. R., & Handayani, R. 2022). Affective Commitment Influences Organizational Citizenship Behavior. OCB can arise from various factors within the organization, including affective commitment.

H3: Affective Commitment to Turnover Intention

The results of the study show that Affective Commitment has a direct impact on Turnover Intention with a value of 0.626*** with a p value < 0.001. This means that in this study Affective Commitment The employees at PT. Brataco Pekanbaru greatly influences the employees. The results of this study also support the results of the previous study. Rokhmah, B. E., & Riani, A. L. (2005).

H4: Career Development on Turnover Intention Through Affective Commitment

The results of the study show that the indirect influence is career

development on Turnover Intention through Affective Commitment has a significant effect with a value of 0.232*** with a p value < 0.001. This means Based on the research results, it is known that affective commitment is able to mediate the relationship between career development on Turnover Intention at PT. Brataco Pekanbaru. This means that the better the affective commitment, the more it will influence the influence between Leadership Effectiveness and employee performance.

According to Indra Kharis (2010) Affective Commitment is a condition where an employee sides with a particular organization and its goals and desires to maintain membership in that organization.

H5: Organizational Citizenship Behavior on Turnover Intention Through Affective Commitment

The results of the study show that the indirect influence is Organizational Citizenship Behavior on Turnover Intention through Affective Commitment there is no significant influence with a value of 0.017 with a p value > 0.001. This means Based on the research results, it is known that without effective commitment to PT. Brataco Pekanbaru, it means Organizational Citizenship Behavior can arise from various factors within the organization and influence Turnover Intention exists or not affective commitment.

5. CONCLUSION

Based on the testing conducted at PT. Brataco Pekanbaru, the research findings can be concluded as follows: Career development has a significant influence on affective commitment. However, organizational citizenship behavior does not have a significant effect on affective commitment. Affective commitment has a direct impact on turnover intention. Career development significantly influences turnover intention through affective commitment, while organizational citizenship behavior does not have a significant influence on turnover intention through affective commitment.

Based on these findings, several suggestions can be proposed. For PT. Brataco Pekanbaru, it is recommended to analyze and re-evaluate company policies to make them more employee-oriented. Career development and organizational citizenship behavior should be considered key factors in developing strategies to enhance employee performance and reduce turnover intention within the company. For academics, it is suggested to explore other factors that may influence career development, organizational citizenship behavior, affective commitment, and turnover intention. Future researchers are also encouraged to examine these variables in different sectors beyond PT. Brataco Pekanbaru to enrich the generalizability of the findings.

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