

A Correlation Study between Organizational Citizenship Behavior and Organizational Commitment with the Turnover Intention among the Ministry of Home Affairs Enforcement and Control Division Personnel

Mohd Azame Abdullah Sani
Kementerian Dalam Negeri (PKK)
azame@moha.gov.my

Wan Ahmad Ramzi Wan Yusuf
Kolej Komuniti Masjid Tanah
ramzi016@gmail.com

Mohamad Irwan Md Sagir
Kolej Komuniti Masjid Tanah
irwansagir@gmail.com

Abstract

The study is to examine the correlation between organizational citizenship behaviour and organizational commitment among the Ministry of Home Affairs Enforcement and Control Division personnel in the State of Selangor, and their intention to turnover from the organization. The intention to turnover or leave any organization is seen as a very interesting issue to be explored since not many studies have been done regarding this matter, especially on civil servants. This study was conducted cross-sectionally using quantitative methods. A total of 86 samples were identified and tested through questionnaires that had been distributed. The questionnaire items were adapted from previous research studies with Cronbach's alpha value > 0.6 for its reliability test. The data obtained were analyzed using the SPSS version 22 research tool. The study found that there is no correlation between organizational citizenship behaviour and turnover intention because it has a coefficient value of $r = -0.055$, The relationship between these variables is not significant because $P = .613 > 0.05$. Similarly, there is no correlation between organizational commitment and turnover intention because the value of the coefficient $r = -0.017$. Therefore, the relationship between these variables is not significant because of the value of $p = 0.88 > 0.05$.

Keywords: behaviour research, correlation study

1.0 Introduction

The history of civil servants in Malaysia began at the Malayan Civil Service Office in Singapore on 22 August 1934. With the formation of the Malayan Union in 1946, the office moved to Kuala Lumpur. The Federal Staffing Office was then established on 1 July 1954 through the merger of the Malayan Staffing Office, the Service Branch of the Office of the Chief Secretary, and the Federal Treasury Staffing Division. In 1967, the Federal Personnel Office changed its name to the Malaysian Personnel Office and then on August 15, 1968, changed its name again to the Public Service Department. (<https://www.jpa.gov.my/info-korporat-sm/meniti-sejarah/>). The party involved in the recruitment of civil servants is the Public Service Commission (SPA). The vacancies for each position are advertised in newspapers, social media and various official platforms as proposed by each department or ministry based on the justification of the position's requirements and the commission will act as the recruitment agency.

Enforcers' personnel are classified under the security service scheme and entitled the 'KP' grade which is for Security and Defense. This scheme falls under a non-multiple service scheme in which the head of the Service is not the Chief Secretary. The total number of civil servants as informed by the Honorable Prime Minister Tun Dr Mahathir Mohamad is 1.7 million people. It can be checked through Sinar Harian's report dated 26 November 2019 under the article "Are There Really Too Many Civil Servants" by columnist Dr Ismail Sualman.

In the past, many studies have been conducted to identify the reasons why employees want to leave or turnover from their organization. It was found that various factors namely Alienation, Helping Behaviour, Burnout Inventory, Work Engagement, Task Performance and Work-based Identity are several of the reasons (Bothma & Roodt, 2013). In addition, other researchers such as Abdurrahman, D., Fadilah, S., & Suarsih, S. (2010) describe the intention to leave will be related to organizational commitment. Additionally, organizational commitment is categorized into three which are effective commitment, normative commitment and continuous commitment. Cultivating employee organizational commitment is crucial for contemporary organizations around the world to retain talented employees in a knowledge-based economy (Neininger, Lehmann-Willenbrock, Kauffeld & Henschel, 2010; Rose & Raja, 2016).

Therefore, the objective of the study will be to focus on two variables; organizational citizenship and organizational commitment, and their correlation with the turnover intention among the Selangor Ministry of Home Affairs Enforcement and Control Department personnel.

1.1 Problem statement

In today's global competitive environment, human capital is a fundamental issue that needs to be emphasized by employers. Organizations in this modern era must compete to retain talent and explore each employee to increase their opportunities. It should be understood that each employee's talent is not an inheritance and can be inherited by new employees. The desire to leave a job is an important issue for organizations. As such, it requires special attention to every organization.

Several previous studies have shown many negative effects on the activity of the desire to leave the job. Among them is the statement that 'Turn over' among employees has a negative impact on the organization (Dyke & Strick, 1990; Cantrell and Saranakhsh, 1991; Denvir and McMahon, 1992) supported by Firth, L., Mellor, D. L., Moore, K. A. , & Loquet, C. (2004) when he stated that the intention to resign is very important to organizations because it can affect stability and productivity and involve high costs. Every organization faces attrition, some of them leave the organization voluntarily, attrition causes the organization to bear the cost of resignation, recruitment, selection and others (Iqra Saeed, Momina Waseem, Sikander, S., & Muhammad Rizwan, 2014).

Abbasi and Hollman (in Gosh et al., 2013) classified 'turnover' based on the decision made, that is with one's own will (voluntary) and not one's own will (not voluntary), therefore, the researcher also obtained data from the Human Resources Division, Ministry Interior through the Chief Assistant Secretary, Mr. Mohd Fazir Bin Mohd Nor. Statistics presented from 2010 to 2018 report that a total of 23 officers of various grades in enforcement positions have left the PKK Division for higher positions in other agencies, quit their jobs or switched to the private sector. Various factors were put forward by him to encourage the intention to leave this department, including career opportunities, academic qualifications, family commitments and financial factors. He also emphasized that the loss of enforcement personnel is a great loss to the enforcement and control division because to produce and build the competence of each enforcer requires continuous training and involves high costs every year. It is in line with the study by Kovner & Brew, (2009) which states that the loss of employees has an impact on the organization and aspects of human resource management involving recruitment processes, orientation, decreased productivity and replacement costs.

Organizational citizenship behavior is usually associated with organizational commitment as many previous researchers such as (Motaung, 2016; Prasetio, Yuniarsih, & Ahman, 2017; Williams & Anderson, 1991; Zeinabadi, 2010) have done. The majority of current studies show a positive significant relationship between the two, namely (Cetin, Gürbüz, & Sert, 2015; Gürbüz, Enstitüsü, et al., 2014; LePine, Erez, & Johnson, 2002; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Podsakoff, Whiting, Podsakoff, & Blume, 2009).

Therefore, additional research needs to be done to see the relationship between organizational citizenship behavior (OCB) and organizational

commitment (OC) to the desire to leave the organization among members of the Enforcement and Control Division, Ministry of Home Affairs in the state of Selangor.

2.0 Literature review

The intention to leave an organization is a thought expressed by the employee through attitude and behaviour (Park & Kim, 1979). In the current era of globalization, competition and job opportunities are critical issues because each employee has their own goals and vision depending on the opportunity and level of loyalty to the organization. A study done by Jobstreet.Com towards the private sector indicated that 27% of the 10,143 respondents stated that they would consider leaving their respective workplaces and looking for new opportunities to find a more pleasant working atmosphere. Furthermore, employees tend to leave their organization when promotion opportunities are not available for them (Allen, Shore & Griffieth, 2003; Salamin & Hom, 2005; Weng et al., 2010).

Other factors such as salary, facilities provided by the employer and workplace environment also play an important role in employees' turnover intention or loyalty. The public service sector is not exempted from this phenomenon based on various factors that include them. Hence, the desire or intention to leave the organization is related to situational and individual factors (Zimmerman, 2008), acceptance and support of the organization (Dawley et.al, 2010), and individual personality as a catalyst towards the desire as mentioned by M. Sifuna T, M. Abaasi (2014). It is further explained that if the personality of the employee is positive, it will have a positive impact and vice versa. Meanwhile, the Theory of Reasoned Action (TRA) is a theory used in research as the best predictor to expect individual behaviour for an intention (Fishbein & Ajzen, 1975: Webb & Sheeran, 2006). The intention is an effort planned by an individual through the behaviour shown. However, an individual also can decide whether to perform certain actions or behaviour depending on the individual's intentions (Ajzen & Fishbein, 1980).

A vast amount of research on organizational commitment has been conducted in the past. Thus, several definitions of organizational commitment are summarise in the *table 1* as below:

Table 1: Definitions of organizational commitment

| Researcher | Definition of Organizational Commitment |
|--------------------|---|
| Wang et.al, (2010) | Identifying an individual with his involvement in the organization |
| Van Blerk (2012) | A stabilizing or binding force that gives direction to behaviour which binds a person to his actions. |
| Olivier, E (2011) | A sense of oneness in giving everything to the work. |
| Morrow, (1993). | Participation, identification, or loyalty to organizational entities |

Hypothesis development

H1 : There is a significant relationship between organizational citizenship behavior and turnover intention.

H2 : There is a significant relationship between organizational commitment and turnover intention.

Understanding the definition of each factor, the literature and the theoretical framework will help the researcher to understand the relationship between the methodology, approach and each final result of this study. Finally, in the literature review, the researcher can understand the problems and needs faced by other researchers involved in the evaluation of previous work performance studies.

3.0 Methodology

This section explains the research method which includes the research design, population sample, assessment instruments, research options and statistical methods that were used in this study.

3.1 Research design

This study is a type of correlation study to identify the relationship between variables. The researcher took an approach using quantitative research methods. This study was also conducted using a cross-sectional study in which the sample was selected based on a list of staff names obtained from Selangor's ECD section. Respondents were selected based on the

researcher's assessment that looked at the educational background and length of service of the respondents who are expected to leave the organization.

The design of this study is to examine the relationship between two factors, namely organizational citizenship behaviour and organizational commitment as an independent variable and the turnover intention to leave the organization as a dependent variable, particularly among the Enforcement and Control Division (ECD) personnel. In the end, this study will show the results of whether there is a relationship between these two independent variables with the desire to leave the organization among enforcement members.

3.2 Data collection technique

The researcher used two types of data to obtain relevant information and determine any problems that arise using primary and secondary sources. For this study, questionnaires distributed to selected respondents are the primary data source.

3.2.1 Primary data

The primary data collected will provide preliminary and official information regarding information on the intention to leave the organization among enforcement personnel. Primary data will be collected through a structured questionnaire. Questionnaires will be distributed to 86 respondents who are enforcement officers of the Enforcement and Control Division in Selangor, consisting of positions grade KP19 to grade KP32.

The questionnaire was formed through the objective of the study itself (Sundram et.al, 2016). All the information needed in this study will be distributed to all respondents to get answers and feedback to complete the study. The respondent's answer will provide the data to fulfil the objective of the study.

3.2.2 Secondary data

Secondary data is another source of data for the study. This secondary data is important to strengthen the information obtained from the primary data. Most of the information and secondary data are from journals, books, the internet, magazines and articles relevant to the issue being studied. Nowadays, the internet is the best tool or platform for providing secondary data.

3.3 Questionnaire design

For the study, the researcher distributed a total of 105 questionnaires to a sample consisting of enforcement officers from the Selangor State Enforcement and Control Division. From this feedback, the researcher will get the necessary information and analyze the data obtained. The structure of the questionnaire and its contents are shows as *table 2* below:

Table 2: Structure of Questionair

| Variables | Source scale | Number of Items |
|-------------------------------------|---|------------------------|
| Organizational Citizenship Behavior | Fox, Suzy & Spector, Paul (2011) Organizational Citizenship Behavior Checklist (OCB-C) Adaptation of questions | 10 |
| Organizational Commitment | Original Commitment Scale Items (Allen and Meyer, 1990) Adaptation of questions | 18 |
| Turnover Intention | Turnover Intention Scale (TIS-6) Copyright © 2004, G. Roodt Adaptation of questions | 15 |

In section B, which is for organizational citizenship behaviour variables, the questionnaire will use a Likert scale from 'Never' to 'Everyday' which is measured based on a scale of one (1) to (5). In Sections C and D that is in section C (Organizational Commitment) and section D (Turnover Intention). The questionnaire will also use a Likert scale where respondents will choose between 'Strongly Agree' to 'Strongly Disagree' which is measured based on a scale of one (1) to five (5). This will simultaneously help respondents to make a quick and accurate decision by only having to answer based on the scale.

3.3.1 Pilot Study

To ensure that this instrument is reliable and valid to be used on the target population, a pilot study was carried out in the Enforcement and Control Division of the Kuala Lumpur Branch which involved a total of 20 respondents. As a result of this test, the researchers found that a high level of reliability was obtained, i.e. Cronbach's alpha value exceeded Cronbach's Alpha value > 0.6, respectively as shown in the *table 3* as below:

Table 3: Cronbach's Alpha Reliability Test

| Variables | Cronbach's Alpha Value | N |
|-------------------------------------|-------------------------------|----------|
| Organizational Citizenship Behavior | 0.777 | 20 |
| Organizational Commitment | 0.856 | 20 |
| Turnover Intention | 0.684 | 20 |

3.4 Population

The population is referred to as a group of people, events, or anything that interests the researcher to carry out an investigation (Sekaran, 2003). In this research, the target population is a total of 105 enforcement members in the Enforcement and Control Division (ECD) in the State of Selangor, which consists of the State Headquarters in Shah Alam, the gateway office in Port Klang and the main gateway office at Kuala Lumpur International Airport. (KLIA).

3.4.1 Sample

A sample is a subject from a population of 105. It consists of members who are selected from it. By studying the sample, the researcher can draw conclusions that will be of general interest to the population. The researcher has selected a total of 86 out of 105 ECD personnel as a study sample based on Krejcie and Morgan's table of sampling size for this study.

3.5 Variables and measurement

The variables used for this study are categorized into two (2); independent variables and dependent variables. For measurement purposes, a Likert scale technique starting from a scale of one (1) to five (5) is used in the questionnaire to collect information from selected respondents. This survey question consists of 4 parts, namely Part A (Demographics), Part B (Organizational Citizenship Behavior), Part C (Organizational Commitment) and Part D (Turnover Intention).

3.6 Data analysis technique

The data collected through the questionnaire are analyzed using SPSS version 22. The descriptive and inferential results obtained are then summarized in the form of tables and charts.

3.6.1 Frequencies distribution analysis

Frequency distribution is used to examine the demographic data of the respondents. The results consist of a frequency calculation table, percentage and cumulative percentage (cumulative percentage) for all values.

3.6.2 Reliability test

Reliability tests are made to measure the accuracy which covers the stability and consistency of the data collected. All measured items should be in a positive position (positive direction) to obtain accurate reliability. That was done to ensure consistency of measurement for each item in the questionnaire to be clear and understood by the respondent.

3.6.3 Correlation Analysis

In this study, correlation analysis will identify and give analysis to several indications which are significant directions and relationships between each variable measured in the form of ratio and interval data. Correlation analysis will measure the relationship between two (2) items.

This study utilized correlation analysis to measure the relationship between the variables of organizational citizenship behaviour, organizational commitment and the turnover intention among enforcement members as a dependent variable.

Before the correlation test is conducted, the data needs to be tested to ensure that the data distribution is normal or not normal based on Kolmogorov-smirnov, shapiro-wilk, and skewness.

The collected data will be conducted a correlation test to see if there is a relationship or similarity between the two variables by using the interpretation of r (effect size) based on Guilford's Rule of Thumb.

3.8 Operational definition

3.8.1 Organizational Citizenship Behavior (OCB)

Good organizational members are employees who offer support to the organization, even if that support is not verbally requested (Moorman & Blakely, 1995). Other researchers stated that organizational citizenship behaviour is a "discretionary" behaviour that can increase the effectiveness of an organization's management indirectly if this behaviour becomes a practice in an organization (Organ, 2006). In this study, OCB is a voluntary attitude shown to the organization to help the organization carry out its operations. In this study, it refers to the Enforcement and Control Division in the State of Selangor

3.8.2 Organizational Commitment

Morrow (1993) stated that organizational commitment is participation, identification or loyalty to organizational entities. Commitment by the organization to meet the needs of members is important for the future sustainability of the organization. Organizational commitment can be used to predict work activities and behaviours because it reflects an individual's positive attitude toward the organization. This attitude motivates a person to

be positive and disciplined at work, adhere to the rules and policies of the organization, maintain good relations with colleagues, and increase the level of achievement of an employee (Fathoni, & Warso, 2016). In this study, the enforcement members in the PKK are individuals who will contribute to the commission as a result of the rewards received from this organization.

3.8.3 Turnover Intention

The intention to leave the organization is a thought expressed by the staff through attitude and behaviour (Park & Kim, 1979). For the context of the study, it refers to the intention of the ECD personnel to leave their division to join another public organization.

4.0 Results and discussion

4.1.1 Demographic information (Descriptive)

The number of staff at Selangor's ECD is 105 personnel from 3 separate branches, namely the Head Office in Shah Alam, the main air gateway office (KLIA) and the sea gateway office (Port Klang). However, only 86 questionnaires were analyzed for the demographic descriptive analysis of the study.

It was found that the respondents consisted of 41 men (47%) and 45 women (52%). The number of respondents can be said to be balanced according to gender. This is also to make the data more consistent according to the gender of the staff. For age analysis, it was identified that 2 respondents (2.3%) are in the age range of 20 to 30 years old and 76.7% of the samples are 31 to 40 years' old which is the majority. Besides that, 17 respondents (19.8%) are aged between 41 and 50 years old and only 1 respondent (1.2%) is aged 51 to 60 years old.

For marital status, it was found that 97% of respondents are married while only 2 respondents (2.3%) are single. The status of working spouses was also studied which yield a result that a total of 80 (93%) respondents have a working spouse and 6 respondents (7.0%) are not.

In terms of the respondents' work positions, the majority of them are KP19 enforcement assistants consisting of 57 respondents (66%). This is followed by 14 respondents (16.3%) that are KP22 Senior Enforcement Assistants as the second highest and 12 respondents (14%) KP29 Assistant Enforcement Officers. The minority of the respondents are Assistant Senior Enforcement Officer KP32 with only 2 respondents (2.3%) and one Assistant High Enforcement KP26 (1.2%).

In addition, the data obtained also provides demographic information about the respondents' years of service and educational background. Data analysis obtained for the length of service of the respondents shows that the majority of them (74.4%) have served in the particular division for the range of 10 to 20 years and only 18 respondents (25.6%) served more than that. Hence, this data enables the researcher to gain insights from respondents who have been serving for a long time. In terms of respondents' educational background, it was identified that the majority of the respondents (65.1%) are Malaysian Certificate of Education holders and 22.1% of the respondents are

Diploma or Matriculation Certificate holders. The rest of the respondents are Bachelor's Degree holders (10.5%) and the minority (2.3%) is Malaysian Higher Certificate holders.

4.1.2 Inferential Analysis

4.1.2.1 Reliability Test

A consistency or reliability test performed on all three variables and all of them exceeded the value of 0.6, which verified that all three variable instruments and questionnaire items are accepted and consistent. This means that all research instruments are reliable to be used to the enforcement officers in the Enforcement and Control Division in the State of Selangor.

Table 4: Summary of reliability tests on variables

| Variables | Cronbach's Alpha |
|-------------------------------------|-------------------------|
| Organizational Citizenship Behavior | .798 |
| Organizational Commitment | .800 |
| Turnover Intention | .733 |

Table 6: Correlation Test

| Variables | Correlation with Turnover Intention (Correlation Coefficient) Spearman's rho |
|-------------------------------------|---|
| Organizational Citizenship Behavior | -0.055 |
| Organizational Commitment | -0.017 |

4.1.2.2 Correlation Test

The *table 6* above shows a summary of the correlation test conducted between the dependent variable (Turnover Intention) and the two independent variables (Organizational Citizenship Behavior and Organizational Commitment). From the result, it can be concluded that both independent variables have no significant relationship with dependent variable with the value of (Organizational Citizenship Behavior) $p=0.613 > r= 0.05$ and (Organizational Commitment) $p=0.880 > r= 0.05$.

4.2 Findings on hypotheses

Table 7: Hypothesis

| No | Hypothesis | Significant Level | Accept / Reject |
|-----------|--|--------------------------|------------------------|
| H1 | There is a significant relationship between citizenship behaviour and the turnover intention | 0.613 > 0.05 | Reject |
| H2 | There is a significant relationship between organizational commitment and the turnover intention | 0.880 > 0.05 | Reject |

Based on the table above, the first hypothesis that there is a significant relationship between organizational citizenship behaviour and turnover intention is rejected because the significant value is $0.613 > 0.05$. Similarly, the second hypothesis that there is a significant relationship between organizational commitment and turnover intention is also rejected because the significant value is $0.880 > 0.05$.

4.3 Discussion and conclusion

The turnover intention to leave certain organizations among civil servants especially enforcement members in the Selangor's Enforcement and Control Division (ECD) is a phenomenon that occurs at all times. Therefore, this study is conducted to identify whether organizational citizenship behaviour and organizational commitment are related to turnover intention among Selangor's Ministry of Home Affairs Enforcement and Control Division personnel.

However, the result obtained for the correlation test between these two independent variables found that there is no significant relationship with the dependent variables in this study. Hence, it shows that the behavioural factor is not the main factor for the individual to leave the ECD department. This is possible because most of the respondents have a good attitude toward promoting and protecting the name of the organization. Another variable (Organizational Commitment) is also identified not to be a determining factor as well for this particular issue. Regarding this, Sandi Pangestu (2019) in his study claimed that most civil servants possess a good commitment and attitude towards their organization not just for their benefit but for the overall performance of the organization as well.

Furthermore, all of these factors are also influenced by external factors such as the disciplinary factor of the enforcement members who always comply with instructions in carrying out their duties to portray their high

commitment to the organization. The result is also congruent with Rostiana's (2017) findings that even though employee needs are fully met by the organization, it will not ascertain employees' decision to stay or turnover from the organization. Most of the enforcement members in the division decided to leave or turnover to another organization due to their career advancement for a better grade or rank.

References

- Abdurrahman, D., Fadilah, S., & Suarsih, S. (2010). Hubungan Konflik Keluarga-Pekerjaan dengan Kepuasan Kerja dan Niat Keluar Kerja. *MIMBAR : Jurnal Sosial dan Pembangunan*, 26(1), 1-15. doi:<https://doi.org/10.29313/mimbar.v26i1.288>.
- Bothma, C. F. C., & Roodt, G. (2013). The validation of the turnover intention scale. *SA Journal of Human Resource Management / SA Tydskrif vir Menslikehulpbronbestuur*, 11 (1), Art. #507
- Cetin, S., Gürbüz, S., & Sert, M. (2015). A meta-analysis of the relationship between organizational commitment and organizational citizenship behavior: Test of potential moderator variables. *Employee Responsibilities and Rights Journal*, 27(4), 281–303. doi:10.1007/s10672-015-9266-5.
- Dawley D., Houghton J. D., & Bucklew N. S. (2010). Perceived organizational support and turnover intention: The mediating effects of personal sacrifice and job fit. *The Journal of Social Psychology*, 150(3), 238–257. PMID:20575333
- Firth, L., Mellor, D. L., Moore, K. A., & Loquet, C. (2004). How can managers reduce employee intention to quit? *Journal of Managerial Psychology*, 19 (2), 170 – 187.
- Fishbein, M., & Ajzen, I. (1975). *Belief, attitude, intention and behavior: An introduction to theory and research*. Reading, MA: Addison-Wesley.
- Gürbüz, S., Enstitüsü, K. S. B., Ayhan, Ö., Enstitüsü, K. S. B., Sert, M., & Enstitüsü, K. S. B. (2014). Organizational citizenship behavior and organizational commitment relationship: A meta analysis on researches conducted in Turkey. *İş ve İnsan Dergisi*, 1(1), 3–20.

- Ibrahim, M. A., Sulaiman, W. S. W., Ibrahim, N. I., Malek, M. A. A., & Bausing, A. (2018). Pengaruh Keadilan Organisasi, Kepuasan Kerja, Komitmen Organisasi dan Prestasi Tugas terhadap Tingkah Laku Kewargaan Organisasi dalam Kalangan Pensyarah (Influence of Organizational Justice, Job Satisfaction, Organizational Commitment, and Task Performance towards Organizational Citizenship Behavior among Academicians). *Jurnal Psikologi Malaysia*, 32(4).
- Iqra Saeed, Momina Waseem, Sikander, S., & Muhammad Rizwan. (2014). The relationship of turnover intention with job satisfaction, job performance, leader member exchange, emotional intelligence and organizational commitment. *International Journal of Learning & Development*, 4 (2), 243 – 256.
- LePine, J. A., Erez, A., & Johnson, D. E. (2002). The nature and dimensionality of organizational citizenship behavior: A critical review and meta-analysis. *Journal of Applied Psychology*, 87(1), 52. doi:10.1037//0021-9010.87.1.52
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61(1), 20–52. doi:10.1006/jvbe.2001.1842
- Motaung, T. L. (2016). Organisational commitment and job satisfaction as antecedents of organisational citizenship behaviour at the water utility company in Gauteng.
- Nantsupawat, A., Kunaviktikul, W., Nantsupawat, R., Wichaikhum, O.-A., Thienthong, H. & Poghosyan, L. (2017) Effects of nurse work environment on job dissatisfaction, burnout, intention to leave. *International Nursing Review* 64, 91– 98
- Pangestu, S., Sulistyan, R. B., & Lukiana, N. (2019, July). Studi Empiris Niat untuk Berhenti, Dukungan Organisasi, dan Komitmen Afektif Mahasiswa Perguruan Tinggi Di Kabupaten Lumajang. In *Proceedings Progress Conference* (Vol. 2, No. 1, pp. 424-429).
- Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual-and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, 94(1), 122.

- Prasetio, A. P., Yuniarsih, T., & Ahman, E. (2017a). Job satisfaction, organizational commitment, and organizational citizenship behaviour in state-owned banking. *Universal Journal of Management*, 5(1), 32–38. doi:10.13189/ujm.2017.050104.
- Rostiana, R. (2017). The Quality of Work Life Influence to Turnover Intention With Person-Organization Fit and Organizational Commitment as Mediators. *International Journal of Economics & Management*, 11.
- Sifuna Mayende T, Abaasi Musenze I (2014) Personality Dimensions and Job Turnover Intentions: Findings from a University Context. *International Journal of Management and Business Research*.;4(2):153–64.
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601–617. doi:10.1177/014920639101700305.
- Zeinabadi, H. (2010). Job satisfaction and organizational commitment as antecedents of organizational citizenship behavior (OCB) of teachers. *Procedia - Social and Behavioral Sciences*, 5, 998–1003. doi:10.1016/j.sbspro.2010.07.225.
- Zimmerman RD (2008) Understanding The Impact Of Personality Traits On Individuals'turnover Decisions: A Meta-Analytic Path Model. *Personnel Psychology*.; 61(2):309–48.