

# The Influence of Organizational Commitment and Burnout to Employee Performance through Extra-Role Behavior as Intervening Variable in PT. Bank SulutGo Cabang Manado

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## Abstract

The purpose of this study is to analyze the structural relationship between organizational commitment, burnout, performance and extra-role behavior of employees. Design/methodology/approach – The research question is examined using a sample of PT. Bank SulutGo kantor cabang Manado employees. Path Analysis is used to test various research hypotheses and examine the extent of extra role behavior mediate the effect of organizational commitment and burnout on employee performance. Findings – First, there is a non-significant relationship between organizational commitment and burnout to extra role behavior. Second, there is a positive and significant relationship between organizational commitment and employee performance, while burnout has negative and non- significant relationship. Third, extra-role has positive and significant relationship to employee performance. Practical Implications – Based on this empirical finding should be concerned commitment to be used as a benchmark to improve employee performance. Besides that, it should be noted that for the banking sector extra-role behavior can be categorized as a work culture. Research Limitations – There is a need to extend the results and compare with other banking industries. Originality – This research explain that extra-role behavior contributes as a medium to the evaluation of organizational commitment and employee performance.

**Keywords:** Organizational commitment, burnout, extra-role behavior, banking industry.

## Introduction

Certainly, every company wants to continue increase profits in order to support the production an operational activity of the company. However, it should be noted that there are several factors that can affect profit such as the company size, company age and the quality of human resources. Human resources become vital in managing a company and supporting company activities (Hernawan, Savandha, Karsa, Asikin, & Fadilah, 2024). Human resources can be said to be the main pawn determining all company activities. Therefore, every company must have and prepare a good quality of human resources as a company pillar to support all the company activities.

According to The Chartered Institute of Personnel and Development (CIPD) in Mullins 2005, Human resources are planning, implementing and maintaining strategies aimed at managing people (employees) in order to have maximum business performance

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including development policies and processes to support the strategy. Not only limited to planning and maintenance, human resources also must be developed to maximize the performance of every employee. This shows that by maximizing the performance of each employee, the process of the company's activities can run well so that it can provide maximum results and increased profits.

Facing the current 4.0 industrial revolution and especially since the beginning of year 2020 the Corona Virus Disease (Covid-19), employee performance is increasingly challenged to be able to provide more in the existing competition. Quality of human resources and highly capable will simply and rapidly to deal with changes in work atmosphere that demands human resources to maximize all the potential that exists. Employee performance is an interesting object to study because it will directly impact the organization in this case of course the company's performance.

Particularly in the field of banking which has a dense work activity, good performance will certainly provide satisfactory results for the performance of each unit in the banking and branch performance. Therefore, as stated by Griffin (1987) that performance is one of the total collections of work available to workers, exclusively in banking sector, employee performance is needed to be able to sustain the economic wheels of a region or even a country.

Along with the increase in employee performance, must be accompanied by the state of the company that continues to support so that the performance of each employee can be maintained. This is what needs to be considered by PT. Bank SulutGo when looking at the value of profits that declined in 2018. Based on the company's annual report the profits obtained in 2018 amounted to Rp. 246.015.200.400, - down from the previous year in 2017 with a profit of Rp. 289,343,945,790, -.

The profitability decline of these companies can cause a decrease in the performance of employees of PT. Bank SulutGo, and if this left unchecked will give unfavorable results, considering that PT. Bank SulutGo is a regionally owned enterprise (BUMD) where most of the shares are owned by the provincial government. For that reason, in assessing employee performance there are several indicators that can be used so that it can be seen how the conditions and opinions of the employees of PT. Bank SulutGo towards the company.

Commitment to the organization and its impact on performance is important to be investigated in the banking sector, this is because banking companies are very attached to money and this requires a high commitment from the employee to avoid banking fraud which causes poor employee performance. Research from Nirushan (2017) shows positive and significant results between organizational commitments to employee performance, especially in banking employees. Organizational commitment to be one of the media that can be used to measure employee performance is certainly due to the more employees have a commitment to the company where they work, the better the performance of these employees.

According to Freudenberger (Farber, 1991) burnout is a form of fatigue caused by someone who is overly active, has a high dedication and is committed, too long and many

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activities and views their needs and desires as the second thing that can cause the individual to feel. Burnout can reflect the circumstances of conditions of employees in the company and of course burnout that is too high will reduce the performance of employees at work and there is a possibility of a feeling of wanting to move to another job. This, if not faced seriously will have an adverse effect on the company.

Extra role behavior in a banking company is extremely needed due to dense work activities. Dense work can cause delay in work so that the performance of employees will be affected. To be sure the company does not want this to happen because banking companies must report the activities and financial position of each office cash per day. Extra role behavior certainly can reflect the state of employees in the company as in the study which describes that the role of commitment and burnout significantly influences the extra role behavior (Sangperm, 2018). Furthermore, the research Mujanah (2019) explain that extra role behavior has a significant influence on employee performance

The inability of employees to provide maximum performance in the company is not only influenced by organizational factor, but internal factor of each employee can be considering in order to provide good performance for the company (Asikin, Fadilah, Saputro, Aditia, & Ridzki, 2024). Based on the things above, researcher concludes that the topic of this research is organizational commitment, burnout in relation to extra role behavior and employee performance.

Performance is a stage of achievement of accomplishing certain work. It means that work performance is an achievement stage as a work accomplishment by an individual from the organization. Work performance in organization is extremely affected by three main factors: organizational support abilities or management effectiveness and work performance of every individual working at that organization, in which each unit in an organization has several divisions in which there are some individuals in each division.

Work performance is about working and achievements from that work, and also what to do and how to do. Work performance is a person's ability to carry out activities that contribute to the development of the organization's technical core (Basri & Rivai, 2005);(Santos, Reis Neto, & Verwaal, 2018);(Eliyana & Ma'arif, 2019). Job performance can be divided into the relationship between performance and task performance, and expand the researchers on the study of traditional performance range, thereby promoting more comprehensively and accurately the relationship between personality traits and job performance.

Two-factor structure performance model, considering both the working dynamic characteristics and the relationship between the work of the individual in the organization, especially under the background of cross-cultural work, employees come from different countries and relationship performance is one of the important indicators. Job performance, think performance by the performance consists of task performance and relationship performance. Task performance refers to the completion of tasks and objectives of employees, which refers to the harmonious relationship between employees and other members of the organization.

Organizational citizenship behavior (OCB) was first addressed by Chester Bernard in 1930s and was identified as “extra-role behavior”. The core essence of ERB is volunteerism in which the employee serves these behaviors for organizational purposes without the feeling of obligation and by not expecting any reward. Absence of these behaviors does not have to bring any punishment. These behaviors are beyond the employees’ expected duties, roles and responsibilities.

All of these behaviors contribute to the social and psychological environment of the organization and reduce the conflict environment in the organization. ERBs can display themselves in 2 ways. First one is the active participation to the organizational structure and the second one is the avoidance of any behavior that is possibly harmful to the organization. OCB consists of 5 dimensions including conscientiousness, sportsmanship, civic virtue (behaviors directed to the organization), altruism and courtesy (behaviors directed to individuals).

Conscientiousness expresses the behaviors that are beyond the minimum roles expected from an employee. Sportsmanship is defined as the avoidance of complaint even in uneasy situations and the willingness to work in a positive working environment. The employees in this dimension do not exaggerate the small problems and tend to ignore the negativities in the organization. Civic virtue is related with the active participation to the organizational decisions and taking responsibility even without being asked to.

Altruism can be explained as the voluntary behaviors to improve others’ performance through helping them. Courtesy could be defined as the responsible behaviors between the employees (Özata, 2013); Karaman & Aylan, (2012); Çetin (2004); Memduhoğlu & Yılmaz, (2013); Yıldız, (2014); Sezgin, (2005); Tokgöz & Seymen, (2013); Bitmiş (2018); Erdoğan & Bedük, (2013); Taşkiran & İyigün, 2019).

Organizational commitment is a situation in which employee sides with a particular organization and its goals and intentions to maintain membership within the organization. The realization of a conducive situation when employees and organizations have the same synergy in achieving goal orientation, striving to achieve the targets set is a must when an employee takes sides with the organization.

Organizational commitment is needed in this regard. Organizational commitment is the degree to which an employee identifies himself with a particular organization and its purpose and wishes to maintain its membership within the organization. Organizational commitment is the degree to which employees are confident and accept the goals of the organization and wish to stay with the organization.

The organization does not have to dictate all the work to its employees because the employees will not work independently vigorously if the supervision is too strictly controlled by the management and placed in a narrow-minded work and treated as a useless person. Commitment-based organizations will design work more widely than ever to integrate planning and implementation, and improve operations, not just maintain existing ones (Coulter, 2010).

Organizational commitment: 1. Strong willingness to stay as a group member; 2. Willingness to hard work as the organizational aspiration; 3. a certain willingness to

accept the values and goals of the organization. In other words, these are behaviors that reflect employees' loyalty to the organization and the next stage in which the organizational members express cares to the organization, success, and the further development. Organizational commitment is established when the employee and the organization develop a greater interest on maintaining their working relationship (Eliyana & Ma'arif, 2019); Meyer and Allen, (1991); (Tharikh, Ying, & Saad, 2016).

Dimensions of organizational commitment by Robbins and Judge (2008: 101; Rivai, 2018): a) Affective commitment. As an emotional feeling for organization and belief in the values of the organization. b) Ongoing commitment. The economic value that is felt when staying with the organization when compared to leaving the organization. c) Normative commitment. Commitment to staying with the organization for moral or ethical reasons.

Burnout as a psychological syndrome, which handles a prolonged response to chronic interpersonal stressors on the job. Burnout as a kind of chronic distress, which results from a stressful and frustrating work environment. A fundamental aspect of the burnout syndrome is increased feelings of emotional exhaustion which is explained as the depletion of emotional and mental energy because of the prolong exposure to certain job demands.

Employees may experience emotional exhaustion, when their resources are depleted due to the high job demands. Further, when employees experience some kind of exhaustion or burnout because of the high job demands and stressors, they may secure themselves by mobilizing their positive resources as a coping tool within the framework of Conservation of Resources Theory. Lack of confidence in one's own competence may promote the development of burnout.

Employees with more professional self-efficacy will perceive more challenge demands and fewer hindrance demands, which will result with more engagement and less burnout. Thus, building psychological capital may contribute to decreasing the occurrence of burnout Thanacoody (2014), Ventura, (2015); Bitmiş & Ergeneli, 2015).

Burnout is one of the highly scrutinized negative results that describe a wide range of behaviors and attitudes of employees in high-stress work places. It has multiple dimensions which are interrelated and reveal as exhaustion, detachment from the job, a sense of ineffectiveness, and a lack of accomplishment. Emotional exhaustion can be conceptualized as the first stage of burnout syndrome and defined as a feeling of being emotionally exhausted and overextended by one's.

Another feature of burnout is named depersonalization, which is understood as an unfeeling and impersonal response in the direction of the recipients of one's care. The diminished personal accomplishment of burnout is relatively more complex compared to the other two dimensions. Individuals who experience a lack of professional accomplishment feel that they no longer make any contribution to organization and they are personally unable to meet the requirements of the job. To this end, it can be reported as the negative feeling of competence and successful acquirement in one's work with people (Elçi et al., 2015).

According to (Rivai, 2018) organizational commitment has a positive and significant effect to employee performance. It means that the more committed employee to the organization will perform a better performance in working. Contrasting the research by Eliyana (2019) that show the result that the work performance by employee is not affected by the commitment that employee made to the organization. In the research Back (2020) shows the result contrarily from the judgements before that said burnout is a stressor for a job. In the research shows the employee thinks that burnout as a technical aspect of the job and doesn't have an effect to their job performance.

By seeing this disagreement extra role behavior is consider to covering the breach between organizational commitment and burnout to employee performance. In Sangperm (2018) shows that organizational commitment and burnout have a significant effect on extra-role behavior, this certainly can be used as a basis for mediating the commitment and burnout to employee performance because according to (Mujanah et al., 2019) extra role behavior significantly affect the employee performance.

To verify this dissimilarity based on justification and to define the relationship between organizational commitments, burnout, extra role behavior that expected will have a significant relationship with employee performance the hypothesis proposed as follows:

- H1: organizational commitment has a significant effect to extra-role behavior
- H2: burnout has a significant effect to extra role behavior
- H3: extra-role behavior has a significant relationship to employee performance
- H4: organizational commitment directly has a significant effect to employee performance
- H5: burnout directly has a significant effect to employee performance

### Research Methods

The research was directed to the employees of PT. Bank SulutGo. In order to give a complete picture of the variables that driven the discussion, it will be arranged in the chart below:

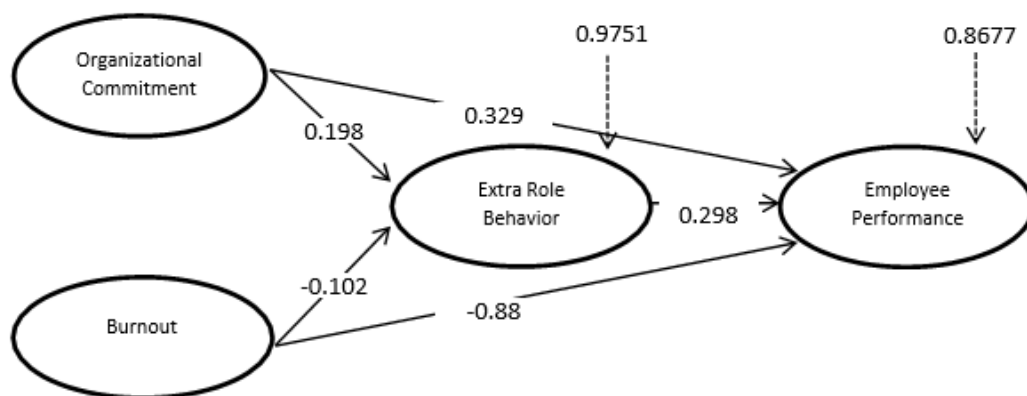


Figure 1. Research Model

Population in this research is permanent employees of PT. Bank Suluto kantor cabang Manado. Sampling method using random sampling and for this research the

samples that will be used are 50 employees with proportion 56% Male and 44% Female respondent, with age range dominate from 20-30 years old with total 31 respondents and 19 respondents with age range from 31-40. The level of education from the respondent that used as a sample starting from diploma with 7 respondents, bachelor degree 31 respondent and master degree 12 respondent. All respondent is based in and around Manado.

To acquire an impartial data for this study, the researches collect primary and secondary data. Primary data is detached directly from the object of research, In this case the primary data attained from field research that is data collection method used with direct research on the object of research in question.

Primary data collection using online questionnaire. Respondents were requested to fill out the questionnaire answers online by checking on the measurement scale listed according to the respondent correct judgement of the statements in the questionnaire. Measurement scale used in the questionnaire has a score between 1 to 5, 1 for the strongly disagree with the statements, 2 for disagree, 3 when the respondent feels in doubt with the statement, 4 for agree and 5 if the respondent strongly agree with the statements that offered.

Secondary data is gained indirectly from research object. In this case, the secondary data gained from the library research data collecting method that is done by studying and understanding books of the literature of the author's work that can be validated theoretical basic.

## **Results and Discussion**

### **A. Path Analysis**

Ghozali (2013), states that Path Analysis is an extension of multiple linear analysis, or path analysis is the use of regression analysis to estimate the causality relationship between variables (causal models) that have been predetermined based on theory. Path analysis itself does not determine cause-effect relationship and also cannot be used as a substitute for researchers to see the causality relationship between variables. Causality relationship between variables has been formed with a model based on theoretical foundation.

The Path Analysis is determining the pattern of relationships between three or more variables and cannot be used to confirm or reject the imaginary causality hypothesis. To examine the variables in this research the existing research model is divided into 2 structures, first testing of the variables organizational commitment and burnout on extra-role behavior and second testing of the variables organizational commitment, burnout and extra-role behavior on employee performance. The results of the test carried out as follows:

### **B. Organizational Commitment (X1) & Burnout (X2) to Extra Role Behavior (Y)**

There is no significant effect either simultaneously or partially between organizational commitment and burnout with extra-role behavior. However, the

relationship between organizational commitment to extra-role behavior is positive and negative to burnout. This outcome supporting by (Salehi & Gholtash, 2011) that said organizational behavior had a positive effect on the extra-role behavior while burnout had a negative effect on it.

**Table 1. Result Summary Sub Structure 1**

Influence between variables	Standardized coefficients Beta	Sig.	Test result	Determination coefficients (R <sup>2</sup> )	Other variables coefficient
X1 to Y	0.198	0.170	Non-significant	0.049 = 4.9%	0.9751
X2 to Y	- 0.102	0.476	Non-significant		

**C. Organizational Commitment (X1), Burnout (X2) and Extra Role Behavior (Y) to Employee Performance (Z)**

Simultaneously organizational commitment, burnout and extra-role behavior has a significant effect (24.7%) on employee performance with significant value 0.04, but of the three variables burnout has a negative non-significant relationship and this result in line with research by Back (2020) that state there is no direct effect burnout to job performance. Meanwhile commitment and extra role behavior has a positive and significant relationship with significant value < 0.05.

**Table 2. Result Summary Sub Structure 2**

Influence between variables	Standardized coefficients Beta	Sig.	Test result	Determination coefficients (R <sup>2</sup> )	Other variables coefficient
X1 to Z	0.329	0.015	Significant	0.247 = 24.7%	0.8677
X2 to Z	- 0.88	0.496	Non-significant		
Y to Z	0.298	0.028	Significant		

**Table 3. Variables Influence Summary based on path coefficient**

Influence between variables	Standardized coefficients Beta	Direct effect	Indirect effect	Simultaneous effect
X1 to Y	0.198	0.198	-	-
X2 to Y	- 0.102	- 0.102	-	-
X1 to Z	0.329	0.329	0.198 x 0.298 =0.059	-
X2 to Z	- 0.88	- 0.88	- 0.102 x 0.298 = - 0,030	-
Y to Z	0.298	0.298	-	-
X1, X2 to Y	-	-	-	0.049
X1, X2, Y to Z	-	-	-	0.247
ε 1	0.9751	-	-	-
ε 2	0.8677	-	-	-

Partially the result of this study supports the research from (Rivai, 2018) that examine the relationship between organizational commitment and employee



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performance with positive and significant result with significant value  $0.015 < 0.05$ . In agreement (Memari et al., 2013) state that organizational commitment have a positive and significant relationship. Same as in extra- role behavior, burnout has a negative and non-significant with value  $0.0496 > 0.05$  to the performance of employee of PT. Bank SulutGo.

Related with the research (Mete et al., 2014) that shows the same result that burnout do not have a significant relationship with employee performance. (Mujanah et al., 2019) propose the result of study with positive and significant relationship between extra-role behavior and employee performance, similar with the result of this research with significant value  $0.028 < 0.05$ . The higher the performance will be followed by the greater amount of extra-role behavior conducted by employees.

### Conclusion

The results reveal that extra-role behavior doesn't effects by organizational commitment and burnout of the employee. The employee of PT. Bank SulutGo doesn't need a high commitment to the organization or low level of burnout to perform an extra-role behavior. It has become a demand and work culture, especially in the banking sector. For example, if there is an employee in customer service do not present at the office automatically the other employee must handle the existing work so that the operations can running well and the branch performance become better.

Positive relationship between organizational commitment and employee performance means that the performance of the employee of PT. Bank SulutGo will better if they have a good commitment to the organization. Banking activity in general is something that will drain energy, starting from the time of completion of work which often passes work hours due to busy operational conditions to cause the activity of operational hours to increase even to take overtime.

Things like this can happen to almost all state-owned and private banks in Indonesia, but it is almost rare happening in PT. Bank SulutGo. This situation ultimately make burnout has no significant effect on performance because employee feel they do not have to take additional time to keep working. The higher level of extra-role behavior of employee in PT. Bank SulutGo will bring the performance. Based on the result of this study, the greater extra-role behavior of PT. Bank SulutGo employees will further improve the performance of its employees.

It has become general in banking sector and more has become a culture, including PT. Bank SulutGo for all employees in one branch to understand more than 1 type of work outside of their own work. This is intended so that later on each job can be covered by other than the responsible employee for that section. For example, customer service must also understand the activities of marketing funds to support branch achievement targets which will later affect branch performance indexes.

This outcome should be measured by PT. Bank SulutGo to be notice to employees in terms of commitment. The factors that affect the organizational commitment can be further investigated by PT. Bank SulutGo considering this the commitment of employee

to the organization can be used as a media to improve the performance. Likewise, the variable extra- role behavior can be studied more specifically for research in the banking sector due to extra- role behavior can be assessed as a work culture.

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