

The Influence of Work Involvement and Perceived Organizational Support on Job Satisfaction and Organizational Citizenship Behavior at Mesra Hotel Samarinda

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ABSTRACT: *This study examines the effect of work involvement and perceptions of organizational support on job satisfaction and organizational citizenship behavior at Hotel Mesra Samarinda. The sampling technique used is Simple Random Sampling, namely by taking part of the population to be used as a research sample. The questionnaire distributed was 50 questionnaires to employees of Hotel Mesra Samarinda. The data analysis technique used is sem-pls analysis. The results of the test show that the influence of work involvement and perceptions of organizational support has a positive and significant relationship in influencing work decisions and organizational citizenship behavior (OCB).*

KEYWORD: *Work engagement, perceived organizational support, job satisfaction, organizational citizenship behavior*

Date of Submission: 10-06-2023

Date of Acceptance: 23-06-2023

I. INTRODUCTION AND LITERATURE REVIEW

Today the growth of hotels in the country from year to year shows an increasing trend in line with the target of tourist visits set by the government from year to year. The relocation of the new capital from Jakarta will also trigger the growth of hotels in East Kalimantan, including Samarinda. This has a positive impact on the absorption of labor, both high school and academy graduates and even universities.

However, when the Covid-19 pandemic began to spread to Indonesia in 2020, the Indonesian Hotel and Restaurant Association noted that up to now, there had been 1,642 hotels throughout Indonesia that have been forced to close due to the Covid-19 outbreak, this also has an impact on Hotel Mesra Samarinda which experienced a fairly drastic decline at the beginning of the Covid-19 outbreak, but in the new standard era now Hotel Mesra has experienced an increase because people are given the freedom to move and travel out of town on condition that they follow applicable health protocols.

Hotel Mesra also has many divisions to be able to maximize the good results and comfort of the guests who have stayed at Hotel Mesra. To maximize the service itself there are a lot. However, I will discuss the primary division that is the most essential thing in the world of hospitality, namely the Front Office, Cleaning Service, Housekeeping, and Team Sales. The results of the meta-analysis indicate that people with high work engagement focus most of their attention on their work to become completely immersed and enjoy the work. This is a person's belief in their job and is a function of how much the job can satisfy a person's desires (Diefendorff et al., 2006).

Perceived organizational support (POS) is also a variable that influences job satisfaction (Rutherford et al., 2010). Based on the Social Exchange Theory from the journal I took (Araningtyas & Th, 2019), employees tend to see whether there is a healthy attitude or behavior from the organization that arises from the exchange relationship that occurs between employees and organizational leaders (Eisenberger et al., 1997). The above information can show the importance of the role of organizational support for employees. If employees believe that the organization provides the support they need, values their contributions, and cares about their well-being, this can increase job satisfaction.

Organizational Citizenship Behaviour (OCB) is when individuals voluntarily help others on the job without promising rewards (Organ & Lingl, 1995:294). This form of OCB is an extra-role in that it engages in task-related behaviors at a level that goes far beyond the minimally required or generally expected level of volunteering. Such behaviors include voluntary acts of creativity and innovation designed to improve one's task or organizational performance, persisting with extra enthusiasm and effort to get one's job done, volunteering to take on extra responsibilities, and encouraging others in the organization to do so (Podsakoff et al., 2000:12). In addition, OCB

refers to organizationally beneficial behavior that cannot be enforced based on formal role obligations or benefits arising from contractual guarantees of retaliation (Yahaya et al., 2011:5726).

Theoretically, the relationship between OCB and job satisfaction have been well explained. Satisfied employees will exhibit OCB more often than dissatisfied ones (Kuehn & Al-Busaidi, 2002). Job satisfaction predicts OCB. More than 20 years of research in the field of OCB has always found that job satisfaction is a good predictor of OCB (Chien, 2004). According to Chiaburu and Lim (2008), when deciding to be a good organizational citizen, employees engage in a more complex sense in the decision-making process. However, beyond the empirical evidence that concludes that job satisfaction affects OCB, Podsakoff et al. (2000); Parnell and Crandall (2003); Kuehn and Al Busaidi (2002) found job satisfaction as a mediator variable in the relationship between OCB and its predictors, some of these statements I quote from (Araningtyas & Th, 2019).

In today's dynamic world of work, tasks more often have to be done in teams, and flexibility is more important. This can be seen in behaviors such as helping other individuals in the team members, volunteering to do extra work, and avoiding unnecessary conflict. Employee performance is not only related to the ability to complete work tasks. However, it is also influenced by Organizational Citizenship Behaviour (OCB), which is extra individual behavior, which is not directly or explicitly recognizable, in a formal work system, and which in aggregate, can increase the effectiveness of organizational functions.

In the world of hospitality, where service is essential, human resources must be a big concern. Hotels are a service industry that prioritizes satisfaction for guests who stay overnight. Amidst increasingly fierce competition, hotels must also provide services that can satisfy guests/customers, so employees are required to show good performance and provide quality service.

Employees who work in the world of hospitality not only have to work obediently and obey management, but it is essential to work voluntarily beyond the work required of them and work without waiting for orders from superiors (Halim & Dewi, 2018). Therefore, it is essential for hotels to pay attention to managing their human resources so that they can show the expected performance and even exceed these expectations. In order to improve employee performance, participation from all employees is needed to do their best for the organization (Felicia, 2017).

Based on the description above, the novelty of this research is that it will develop previous research by studying the relational mechanism of job satisfaction as a mediator to explain the impact of work involvement and perceptions of organizational support on OCB, especially on star hotel employees. This study seeks to reveal that the relationship between work involvement and perceptions of organizational support for OCB of hotel employees is mediated by job satisfaction, entitled "**The Effect of Work Involvement and Perceptions of Organizational Support on Job Satisfaction and Organizational Citizenship Behaviour at Hotel Mesra Samarinda.**"

Organizational Citizenship Behaviour (OCB)

Robbins (Waspodo & Minadaniati, 2012) suggests that organizational citizenship behavior (OCB) is a behavior of choice that is not part of an employee's formal work obligations but supports the effective functioning of the organization. Borman and Motowildo (Narzary & Palo, 2020) say that organizational citizenship behavior (OCB) contributes to organizational effectiveness because it determines the form of organization, social context, and psychological context in completing tasks and the process of completing these tasks. According to (Soegandhi et al., 2013) indicators that influence the emergence of Organizational citizenship behavior (OCB), include:

- a. Organizational Culture and Climate
Organ (2006), there is strong evidence to suggest that organizational culture is a significant initial condition that triggers OCB argues that employees tend perform actions that go beyond their work responsibilities if they:
 1. Feeling satisfied with their work
 2. Receive sporting and considerate treatment from supervisors.
 3. Believing that they are treated fairly by the organization
- b. Personality and Mood
George and Brief (1992) argue that a person's willingness to help others is also influenced by mood. Although mood is partly influenced by personality, it is also influenced by situations, such as workgroup climate and organizational factors. So if the organization values its employees and treats them fairly and the workgroup climate is positive, then employees tend to be in a good mood.
- c. Quality of Interaction between Bosses and Subordinates
Miner (1988) suggests that quality supervisor-subordinate interactions will have an impact on increasing job satisfaction, productivity, and employee performance.
- d. Period of Employment
Greenberg et al. (2000) suggests that personal characteristics such as tenure and gender affect OCB.
- e. Gender

Konrad et al. (2000) suggested that work behaviors such as helping others, being friendly, and cooperating with others are more prominent in women than men.

Job Satisfaction

Robbins and Judge (2013:79) state that job satisfaction is a positive feeling about work, resulting from evaluating its characteristics. Meanwhile, Schermerhorn et al. (2014:84), describe the definition of job satisfaction as how a person feels positive or negative feelings about the work they do. Job satisfaction emphasizes a person's positive feelings towards his job and work situation. Job satisfaction is also often considered a sign of the effectiveness of team leaders and managers. This is quoted from (Putri & Prasetio, 2017).

Job satisfaction is measured by indicators based on the company is:

1. Working in the right place, which is a job that is placed according to ability and expertise.
2. Opportunities for advancement, which is the career clarity provided by the company that has the power of enthusiasm at work.
3. Leadership, which is related to the skills, abilities, and level of influence a person has.
4. Management, namely control and decision-making in a company or similar organization.
5. Working conditions, namely as a series of conditions or conditions of the work environment of a company that is the workplace of employees who work in that environment.

Work Engagement

Work involvement is a form of participation in which individuals try their best to achieve high commitment to the organization (Aryaningtyas & Lieli Suharti, 2013). According to Robbins (2003), work involvement is the degree to which individuals are known from their work, actively participate in it and consider achievement important for self-esteem.

According to Robbins (2003), three indicators increase the likelihood of individual engagement in work, as follows:

- 1) Meaningful feelings
Psychologically meaningful is the feeling of being received through physical, cognitive, and emotional energy. Feeling meaningful is experiencing that the task at hand is worthwhile, helpful, and or valuable.
- 2) A sense of security
A sense of psychological security arises when individuals can perform work without fear or adverse consequences to self-image, status, and, or career. Feelings of safety and trust are built with predictable, consistent situations clear of threats.
- 3) Feeling of availability
A sense of psychological availability means that individuals feel that resources that provide personal physical, emotional, and cognitive sufficiency are available in times of need.

Perceived Organizational Support

Perceived organizational support is something that is assessed by employees as a perceived social-emotional need, provides an indication of the organization's readiness to appreciate employee work improvement, and indicates the organization's tendency to prepare assistance when needed to do an adequate job (Fuller et al., 2003).

According to (Eisenberger et al., 1986) perceived organizational support can be measured through indicators:

1. Reward
The reward indicator assesses the extent to which employees perceive the rewards received for their work.
2. Supervisor support
The indicator of superior support relates to the leader's support for the work of his subordinates, meaning that the leader gives complete trust to subordinates in carrying out their roles but still supervises during the process.
3. Working conditions
Indicators of working conditions relate to how conditions in the work environment, for example, regarding the extent to which the relationship between superiors and subordinates is established to create good working conditions.
4. Employee welfare
The employee welfare indicator relates to how employees perceive the organization's concern for employee welfare.

1.2 Research Objectives

This research is designed as explanatory research. The data in this study were obtained using observation or observation techniques, questionnaires, and direct interviews with respondents. The data were then analyzed and interpreted through several statistical tests. This research can also be referred to as an observational type of research with a cross-sectional research design and nonlingutidinal (not serial or not repeated observations). The method used in this study is a survey method by interviewing random respondents who happen to be met without aiming at a pre-planned target sample.

1.3 Research Methodology and Data Analysis

The data used in this research is primary data. Primary data is data collected and processed by researchers directly from respondents. In this case, the data was obtained through questionnaires and short interviews distributed to employees of Hotel Mesra Samarinda. The scale used in the preparation of the questionnaire is the The Likert Scale. Likert scale is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena. This study uses partial regression analysis (Partial Keast Square/PLS) to test the five hypotheses proposed in this study. Each hypothesis will be analyzed using Smart PLS 2.0 software to test the relationship between variables.

Jogianto's (2009) data analysis used the Partial Least Square (PLS) method. PLS is a multivariate statistical technique that compares multiple dependent variables and multiple independent variables. PLS is one of the variant-based SEM statistical methods designed to solve multiple regression when specific problems occur in the data, such as small research sample sizes, missing data and multicollinearity. The selection of the PLS method is based on the consideration that in this study there are three latent variables formed with formative indicators and form a moderating effect.

1.4 Population and Sample

The population is a generalization area consisting of objects or subjects with certain qualities and characteristics set by researchers to study and then draw conclusions (Sugiyono, 2012). In this case, the population taken is the employees in all lines located in Hotel Mesra Samarinda. The sample is part of the number and characteristics of the population used for research (Sujarweni, 2018). The sample selection was carried out due to the limitations of researchers in conducting research both in terms of funds, time, energy, and also a huge population. Therefore, the sample taken must truly represent the population.

In conclusion, the sample taken must be able to represent the employees of Hotel Mesra Samarinda. In this study, the sampling technique used was a saturated sample where members of the population of Hotel Mesra Samarinda employees were sampled with 50 employees or in the sense that some employees were sampled.

1.5 Findings and Interpretation

The Partial Least Square-based SEM method is used as an inferential statistical analysis, data processing technique using SMARTPLS software version 3.0. In PLS analysis there are three stages, according to Husein (2015). The first stage is evaluating the measurement outer model or measurement model, then evaluating the structural model or inner model, and the third stage in PLS analysis is testing the research hypothesis.

The outer model consists of the relationship between the items of observable variables. The latent constructs are measured by each item, while the inner model consists of unobservable latent constructs. This test also estimates the path coefficient, which identifies the strength of the relationship between the independent and dependent variables. Inferential statistical analysis in detail can be described as follows:

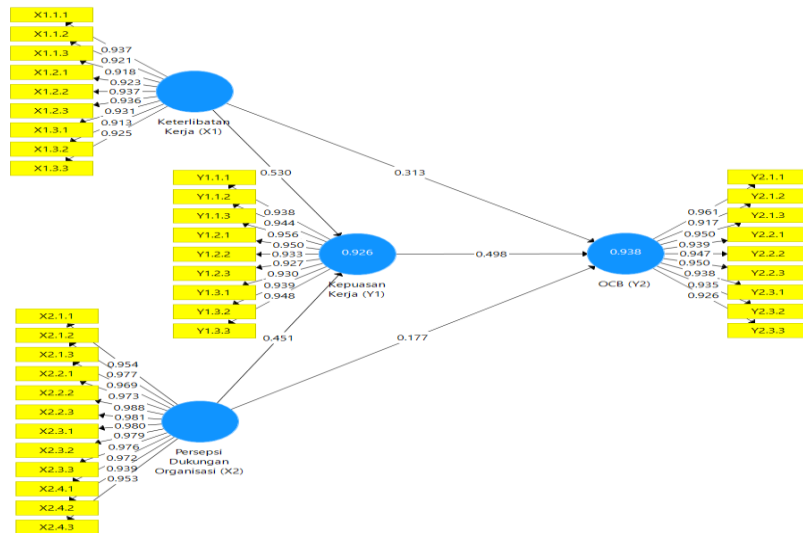


Figure 5.1. PLS Algorithm output results

Structural Model (inner model) At this stage, the researcher formulates a model of the relationship between constructs.

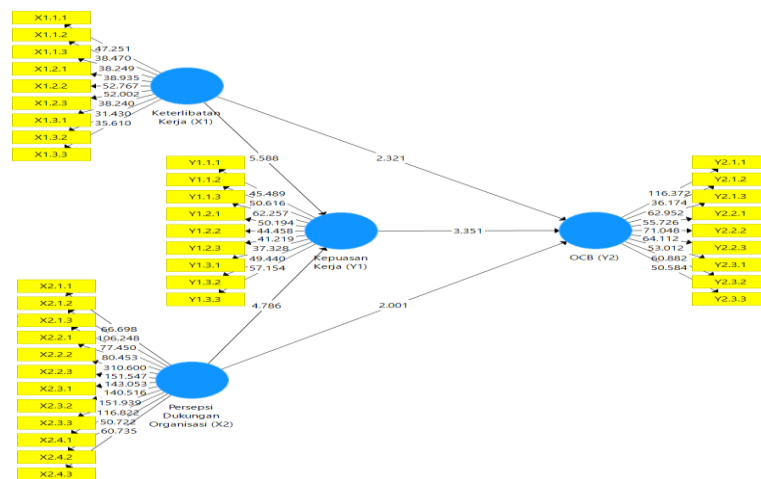


Figure 5.2. PLS Bootstrapping Output

Furthermore, the bootstrap method was carried out on the sample. Testing with bootstrapping is also intended to minimize the problem of abnormalities in research data. The results of testing with bootstrapping from PLS analysis are as follows:

Path Coefficient (Mean, STDEV, t-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Y1	0,530	0,531	0,095	5,588	0,000
X1 -> Y2	0,313	0,304	0,135	2,321	0,021
X2 -> Y1	0,451	0,450	0,094	4,786	0,000
X2 -> Y2	0,177	0,178	0,088	2,001	0,046
Y1 -> Y2	0,498	0,504	0,149	3,351	0,001

Source: PLS processed data, 2023

The effect of job involvement on job satisfaction

Based on testing the first hypothesis (H1), it can be stated that the work involvement variable has a significant positive effect on the job satisfaction variable. This is indicated by the results of the first hypothesis test (H1), namely the results of the analysis obtained an estimated value of 0.530 and a C.R value of 5.588 greater than 1.960 and obtained a significant probability (p) of 0.000, which is smaller than the specified error rate (α) of

0.05. The results of this study support previous research, which is the basis for hypothesis formulation. The results of this study support previous research, which is the basis for hypothesis formulation.

Work involvement has a significant and positive effect on job satisfaction, which indicates that with full involvement in work, employees will create good performance and will actively participate in completing work or tasks. This finding is consistent with previous findings, where a study conducted by Moura et al. (2014); shows that job involvement influences job satisfaction motivation.

In addition to confirming the results and providing a diversity of research results on empirical research, this study also makes a different contribution to previous research, namely this study shows that work involvement is generally good enough in the Mesra hotel environment, meaning that Mesra Hotel involves employees in every job given by employees.

The effect of perceived organizational support on job satisfaction

Based on testing the second hypothesis (H2), it can be stated that the perceived support variable has a significant positive effect on the creativity variable. This is indicated by the results of the first hypothesis test (H2), namely the results of the analysis obtained an estimated value of 0.891 and a C.R value of 25.989 greater than 1.960. They obtained a significant probability (p) of 0.021, which is smaller than the specified error rate (α) of 0.05. The results of this study support previous research, which is the basis for hypothesis formulation. The results of this study support previous research, which is the basis for formulating the hypothesis.

Empowerment of perceived organizational support has a significant and positive effect on job satisfaction, where the higher the employee's perception of organizational support for the organization, the higher job satisfaction will be. This finding is consistent with previous findings, where studies conducted by Shaukat et al., (2012), Dawley et al., (2010), and Cahyani (2019), show that perceived organizational support influences job satisfaction.

In addition to confirming the results and providing a diversity of research results on empirical research, this study also makes a different contribution to previous research, namely research conducted on Mesra Hotel employees who feel that the company has appreciated the contributions that employees have made and the company's concern for employee welfare. Mesra Hotels provide forms of positive support that are beneficial to employees. Employee perceptions view Hotel Mesra as a supporter when the awards given are considered fair, when employees have a voice in company decision making, and when employees consider their superiors or managers to support the work they receive by employees.

The effect of job involvement on OCB

Based on testing the third hypothesis (H3), it can be stated that the work involvement variable has a significant positive effect on the OCB variable. This is indicated by the results of the third hypothesis test (H3). Namely, the results of the analysis obtained an estimated value of 0.451 and a C.R value of 4.786 greater than 1.960 and obtained a significant probability (p) of 0.000, which is smaller than the specified error rate (α) of 0.05. The results of this study support previous research, which is the basis for hypothesis formulation. The results of this study support previous research, which is the basis for hypothesis formulation.

This finding is consistent with previous findings, where a study conducted by Dimitriades (2007) showed that work involvement influences employee OCB. In addition to confirming the results and providing a diversity of research results on empirical research, this study also makes a different contribution to previous research, namely research conducted on Mesra Hotel employees. Work involvement has a significant and positive effect on OCB, which indicates that employees who have high work involvement, these employees will seriously handle their work, thus reducing absenteeism, and from the level of resignation. Conversely, if employees are less involved in their work, these employees only work routinely. So if employees have good work involvement, Organizational Citizenship Behavior will also increase. Vice versa, if employees have low work involvement, organizational citizenship behavior will also decrease.

The effect of perceived organizational support on OCB

Based on testing the fourth hypothesis (H4), it can be stated that the perceived organizational support variable has a significant positive effect on the OCB variable. This is indicated by the results of the fourth hypothesis test (H4), namely the results of the analysis obtained an estimated value of 0.177 and a C.R value of 2.001 greater than 1.960 and obtained a significant probability (p) of 0.046, which is smaller than the specified error rate (α) of 0.05. The results of this study support previous research, which is the basis for hypothesis formulation. The results of this study support previous research, which is the basis for formulating the hypothesis.

Perceived organizational support has a significant and positive effect on OCB, which indicates that employees of Hotel Mesra Samarinda City, have good enough behavior to support performance. These findings are consistent with previous findings, by Ling et al. (2006), and Osman et al. (2015), where studies conducted show that perceptions of organizational support influence Employee OCB.

In addition to confirming the results and providing a diversity of research results on empirical research, this study also makes a different contribution to previous research, namely research conducted on Mesra Hotel employees although the company has a policy, some managerial strategies are set by the management of Mesra Hotel, through programs that bring management closer to employees, and also increase the sense of responsibility and togetherness and cooperation in employees to foster good OCB behavior.

Effect of Job Satisfaction on OCB

Based on testing the fifth hypothesis (H5), it can be stated that the work involvement variable and perceived organizational support have a significant positive effect on job satisfaction and OCB variables. This is indicated by the results of the fifth hypothesis test (H5). Namely, the results of the analysis obtained an estimated value of 0.498 and a C.R value of 3.351 greater than 1.960 and obtained a significant probability (p) of 0.001, which is smaller than the specified error rate (α) of 0.05. The results of this study support previous research, which is the basis for hypothesis formulation. The results of this study support previous research, which is the basis for hypothesis formulation.

Job satisfaction has a significant and positive effect on OCB, where job satisfaction has been felt high enough by employees to have an impact on the emergence of OCB behavior. This result is based on several research results related to job satisfaction and OCB, which state that job satisfaction is a potential predictor of OCB. This finding is consistent with previous findings, where a study conducted by Cekmecelioglu and Ozabg (2014), showed that psychological empowerment influences teachers' job satisfaction.

In addition to confirming the results and providing a diversity of research results on empirical research, this study also makes a different contribution to previous research, namely research conducted on Mesra Hotel employees. The situation is by the theory that job satisfaction is a significant determinant of employee OCB (Robbins, 2006). Satisfied Hotel Mesra employees are more likely to speak positively about the organization, help co-workers, and make their job performance go beyond everyday work, and even more than that, satisfied hotel employees are more likely to obey the call of duty, because they want to repeat their positive experience.

Promotion opportunities, supervision, and coworkers are significant factors in OCB. This means that employees are motivated to do OCB because of the performance they have achieved, the challenges of the job, the existence of a clear career path, and good relationships with coworkers and superiors.

I.6 Conclusion and Recommendation

Conclusion

Based on the results of the analysis, discussion, and interpretation of several theories that have been carried out in this study, the following six conclusions can be obtained:

1. Job involvement influences job satisfaction. The positive estimation indicates that the better the work involved understood by respondents will increase employee job satisfaction.
2. Work engagement influences OCB. The positive estimation value identifies that the better the work involvement is understood by the respondents, the OCB of the employees will increase.
3. Perceived Organizational Support has a significant influence on job satisfaction. The positive estimation value identifies that the better the perception of organizational support understood by respondents will increase employee job satisfaction.
4. Perceived organizational support influences OCB. The positive estimation value identifies that the better the perception of organizational support understood by respondents, the OCB of employees will increase.
5. Job satisfaction influences OCB. The positive estimation value identifies that the better the job satisfaction understood by the respondents, the OCB of the employees will increase.

Recommendation

1. The Work Engagement variable influences Job Satisfaction. Thus, Hotel Mesra still maintains full involvement in the work, so employees will create good performance and will actively participate in completing their work or duties. Hotel Mesra, in this case, already understands the state of employees where they feel part of a team, and they will act in a way that supports the team by doing activities that can improve team performance and simultaneously be able to increase employee job satisfaction because it can affect a person's behavior at work quickly.
2. Work Involvement variable affects OCB. Where Mesra Hotel can provide a transparent chain of command directions so that employees can show respect not only to coworkers but also to superiors. Employees are given the same opportunity to give opinions and increase employee creativity through bonding activities such as family gatherings filled with games and competitions. There will be rewards for employees with the best ideas or solutions in the competition.

3. The Perceived Organizational Support variable influences Job Satisfaction. Mesra Hotel management can maintain work quality through satisfaction resulting from the feelings of employees who feel that their work is by their abilities. And to improve the ability and understanding of the task, management can hold training and coaching to develop their abilities and competencies by the field or expertise of the work.
4. The Perceived Organizational Support variable influences OCB. Thus it is necessary to improve matters relating to the perception of organizational support for OCB, such as removing the threat of demotion, increasing management concern for hotel employees, improving job descriptions so that employees can be more responsible for their work, increasing promotion opportunities for all employees, increasing supervision and direction to employees, and establishing good relationships between coworkers, so that with these circumstances it is expected that employee job satisfaction will be better.
5. Job Satisfaction variable influences OCB. It indicates that Mesra Hotel management is expected to pay attention to the reward system to employees so that employees will be motivated to work better and achieve and to add a sense of kinship between employees in the organization. So that employees feel comfortable and feel part of the organization.

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