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# The Influence of Organizational Culture, OCB, Work Ethics on Employee Performance in PDAM Tirta Giri Nata Cirebon City

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## ABSTRACT

**Purpose:** This study investigates the influence of organizational culture, Organizational Citizenship Behavior (OCB), and Work Ethics on employee performance at PDAM Tirta Giri Nata Kota Cirebon.

**Design/Methodology/Approach:** This study uses quantitative research methods. With questionnaire and observation data collection techniques. The sample used in this study was 158 respondents. The sampling technique was carried out by purposive sampling. With data analysis techniques using validity tests, reliability tests, classical assumption tests in the form of normality tests, multicollinearity tests, heteroskedasticity tests, determination tests, and hypothesis tests. The analysis method used is the Statistical Product and Service Solution (SPSS) Version 16.0 method.

**Findings:** The findings show that organizational culture partially has no positive effect on employee performance, Organizational Citizenship Behavior (OCB) and Work Ethic partially have a positive and significant effect on employee performance. Simultaneously, the combined effect of organizational culture, OCB, and Work Ethic has a significant effect on the performance of PDAM Tirta Giri Nata Cirebon City employees with an influence of 36.3%.

**Research Limitations/Implications:** One limitation of this study is the focus solely on employees of PDAM Tirta Giri Nata Kota Cirebon, which may limit the generalizability of the findings. Future research could explore other organizational contexts to enhance the generalizability of the results.

**Practical Implications:** The findings suggest that fostering Organizational Citizenship Behavior (OCB) and nurturing a strong Work Ethics among employees can significantly enhance their performance in organizations such as PDAM Tirta Giri Nata Kota Cirebon.

**Originality/Value:** This study contributes to the existing literature by examining the combined influence of organizational culture, OCB, and Work Ethics on employee performance, particularly in the context of a public utility company like PDAM Tirta Giri Nata Kota Cirebon.

**Paper Type:** Research Paper

**Keywords:** Organizational Culture, Organizational Citizenship Behavior (OCB), Work Ethics, Employee Performance, PDAM.

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## I. INTRODUCTION

" The influence of organizational culture, Organizational Citizenship Behavior (OCB), and work ethic on employee performance is a very interesting and important topic in the study of human resource management (Lubis, 2020). Understanding the dynamics behind these elements can provide deep insight into how an organization operates and how it influences individual performance (Muthmainnah, 2023).

Organizational culture, in a deeper sense, is not just the rules and procedures written in company policy (Nova et al., 2023). This is the essence of a company's identity, which includes the values, norms, beliefs, and practices embraced and internalized by every member of the organization (NUR, 2023). When organizational culture has a strong and positive foundation, it can provide a solid foundation for employee performance (Arifiani & Rumijati, 2021).

An organizational culture that supports collaboration, innovation, trust, and individual growth tends to encourage employees to feel more motivated, engaged, and high performing (SAPUTRA, 2023). Collaboration supported by an inclusive culture helps create an environment where new ideas can develop and be well implemented (Novitasari & Askafi, 2023). The trust instilled by a positive organizational culture also provides a strong foundation for healthy and productive work relationships (Darsana & Koerniawaty, 2021).

Not only that, an inclusive and supportive organizational culture also plays an important role in creating a work climate that promotes employee psychological well-being (Maslina et al., 2023). When employees feel supported and appreciated, they tend to be more psychologically satisfied and have lower stress levels (Pratiwi, 2021). This can ultimately improve the overall well-being of employees and their contribution to organizational performance (Herawati et al., 2020).

Apart from organizational culture, Organizational Citizenship Behavior (OCB) also plays an important role in determining the quality of employee performance (Ramdan, 2022). OCB refers to voluntary behavior that is not included in one's primary duties but makes a positive contribution to the organization (Ulhaq, 2023). Employees who have high levels of OCB tend to do more than is expected of them (Zalfa et al., 2023), such as helping coworkers, sharing knowledge, and participating in organizational activities voluntarily (Renhoat et al., 2021). This behavior can improve the overall operational efficiency and effectiveness of the organization (Widyastuti & Budiharto, 2023).

Meanwhile, work ethic is also an important factor that influences employee performance (Hadiyan & Faisal, 2021). Work ethic includes the values, beliefs and attitudes that individuals hold towards their work and responsibilities in the organization (Fitri et al., 2022). Employees with a strong work ethic tend to have high internal motivation to achieve their goals and perform consistently (Asroti et al., 2022). Overall, the interaction between organizational culture, OCB, and work ethic creates a complex and diverse work environment that significantly influences employee performance (Permadi, 2023). Understanding the relationship between these elements is key to managing and improving overall organizational performance (Triliyani & Kuntadi, 2023).

Organizational Citizenship Behavior (OCB) also has an important impact on organizational performance. OCB refers to voluntary behavior performed by employees outside their primary job responsibilities (Naim et al., 2023). This could take the form of helping colleagues, contributing creative ideas, or actively participating in organizational activities (Hindun, 2023). Employees who engage in OCB tend to create a positive work environment, strengthen inter-individual relationships, and increase job satisfaction (Ukasyah et al., 2023). In the long term, OCB can help in building organizational capacity and creating a dynamic and inclusive work culture (Budiyarti et al., 2022).

Individual work ethic is also a very important factor in employee performance (Jatiawan et al., 2023). Work ethic reflects attitudes, values, and behavior that encourage employees to work hard, be responsible, and be dedicated to their work (Pebrianti et al., 2023). Employees with a strong work ethic tend to have high intrinsic motivation, a willingness to learn and develop, and the resilience necessary to face challenges in the workplace (Khoiriyah, 2023). Thus, a positive work ethic not only influences individual performance, but also strengthens organizational culture and OCB practices in the long term (Kurniawan, 2020). The influence of organizational culture, OCB, and work ethic on employee performance are interrelated and influence each other (Ardella & Suhana, 2023). Organizations that are able to build a supportive culture, encourage OCB practices, and promote a positive work ethic have the potential to create a productive, innovative, and high-performance work environment (Khoiriyah, 2023). Therefore, management must consider a holistic approach in managing these factors to achieve long-term competitive advantage and overall organizational success (Fadillah, 2022).

The discussion regarding the influence of organizational culture, Organizational Citizenship Behavior (OCB), and work ethic on employee performance at PDAM Tirta Giri Nata, Cirebon City reflects a complexity in organizational dynamics that can have significant implications for operational effectiveness and customer satisfaction. Organizational culture, OCB, and work ethic not only influence how employees behave in the workplace, but can also provide the foundation for achieving organizational goals and maintaining a healthy and productive work environment. The problems faced by PDAM Tirta Giri Nata can cover several aspects. First, there may be a mismatch between the organizational culture desired by management and the organizational culture internalized by employees (Zakiah, 2021). This can result in a mismatch in values, perceptions, and behavior between management and employees, which in turn can affect employee motivation and overall performance. PDAM Tirta Giri Nata may face challenges in encouraging and maintaining Organizational Citizenship Behavior (OCB) among employees (Dodi, 2022). Although OCB is a voluntary behavior that is important for organizational success, not all employees may be motivated to do so. Employees may not see enough incentives or appreciation

for contributing beyond their primary duties. Apart from that, employee work ethic can also be a factor that influences performance at PDAM Tirta Giri Nata. If employees lack intrinsic motivation, responsibility, or discipline in carrying out their tasks, this can hinder overall efficiency and productivity.

The purpose of this research is to dig deeper into how organizational culture, OCB, and work ethic influence employee performance at PDAM Tirta Giri Nata. Through a better understanding of these factors, it is hoped that management can design more effective strategies to increase employee performance and improve overall organizational operations. The urgency of this research cannot be ignored. As a vital water service provider for the people of Cirebon City, PDAM Tirta Giri Nata must ensure optimal employee performance to maintain smooth operations and customer satisfaction. By understanding how organizational culture, OCB, and work ethic play a role in the PDAM's specific context, management can identify areas where improvement is needed and design appropriate interventions to improve employee performance. Thus, it is hoped that this research can make a significant contribution to the academic field by filling existing knowledge gaps regarding the factors that influence employee performance in the public service sector, especially in PDAM. In addition, this research also has high practical value by providing useful insights for PDAM Tirta Giri Nata management in their efforts to improve operational effectiveness and customer satisfaction.

## **A. Literature Review**

### **1. Organizational culture**

Organizational culture reflects the overall identity, values, norms and practices accepted and internalized by organizational members. It includes the way an organization interacts with its environment, both internal and external, as well as how members of an organization interact with each other (Schein & Hofstede, 1980) (Mokoagow et al., 2022). Organizational culture sets the framework for individual behavior within the organization and influences employee attitudes, motivation, and behavior. Organizational culture can form organically over time through experience, or it can also be formed intentionally through policies, values, and practices adopted by organizational leadership. A strong and consistent organizational culture can be a valuable resource for an organization in achieving its strategic goals.

### **2. Organizational Citizenship Behavior (OCB)**

Organizational Citizenship Behavior (OCB) refers to voluntary behavior carried out by employees outside of their specific or directly ordered duties. OCB includes actions such as helping coworkers, contributing to organizational activities, providing suggestions, and showing support for the organization (Organ & Bateman, 1983) (Savitri et al., 2023). OCB behaviors expand the concept of employee performance beyond the achievement of their primary tasks, and tend to contribute to the overall effectiveness and well-being of the organization. OCB is usually not formally monitored or rewarded, but can have a significant impact on productivity, creativity, and the work atmosphere within an organization.

### **3. Work Ethic**

Work ethic is a concept that refers to an individual's attitudes, values, beliefs and behavior towards the work and responsibilities they carry out. This includes how strongly a person is committed to their work, how diligent they are in completing tasks, how honest and disciplined they are in carrying out their duties, and how much attention they pay to the quality and results of the work produced (Wildani, 2023). Work ethic is not only related to a person's level of intrinsic motivation towards their work, but also includes time management skills, responsibility, cooperation and orientation towards clear goals. Individuals with a strong work ethic usually have high internal motivation to achieve success in their careers and tend to have higher levels of job satisfaction.

### **4. Employee performance**

Employee performance is the result of the level of effectiveness, productivity and contribution made by an employee to organizational goals. This includes how well employees achieve set targets, how high the quality of the work they produce, how much innovation and creativity they bring to their work, how often they attend and participate in organizational activities, and how disciplined they are in carrying out their duties. (Kirana et al., 2022). Employee performance evaluation is an important process in human resource management that involves monitoring and assessing employee achievement of their performance goals. This allows managers to provide constructive feedback, support ongoing career development, provide appropriate recognition, and make decisions regarding promotion, rotation, or further employee development. Good employee performance is often an indicator of overall organizational success, because high-performing employees tend to make a significant contribution to achieving organizational goals.

## II. METHODS

### A. Research design

This research will use a quantitative approach because it focuses on measuring certain variables numerically to determine the relationship between them (Kirana et al., 2022). A correlational research design would be the right choice because it allows to identify correlations between the variables studied, without causing excessive causal assumptions. Thus, this research will focus more on the relationship between organizational culture, OCB, and work ethic with employee performance rather than looking for factors that cause changes in the dependent variable.

### B. Population and Sample

The population of this study were all employees at PDAM Tirta Giri Nata, Cirebon City. Taking into account time and resource limitations, sampling will be carried out simply randomly by sending questionnaires to a number of employees representing various departments and position levels in the organization. By using an appropriate formula to determine the required sample size, it is hoped that the sample will reflect the population as a whole well.

### C. Data Collection Instrument

The research instrument will be a questionnaire specifically designed to measure organizational culture, OCB, work ethic and employee performance (Ermawati, 2023). The questionnaire will consist of items related to each variable, designed based on a conceptual framework that has been developed from related literature (Sitio, 2021). Before use, the questionnaire will go through a validation process by experts and trials to ensure the feasibility and applicability of the instrument.

### D. Research variable

1. Independent Variables: Organizational culture, OCB, and work ethic. Organizational culture will be measured through aspects such as organizational values, norms and dominant practices at PDAM Tirta Giri Nata. OCB will be measured by looking at the extent to which employees engage in voluntary behavior that helps the organization. Work ethic will involve aspects such as intrinsic motivation, responsibility and discipline.
2. Dependent Variable: Employee performance, which can be measured through parameters such as productivity, work quality, attendance and customer satisfaction.

### E. Data Collection Procedures

Data will be collected through an online survey which will be distributed to PDAM Tirta Giri Nata employees. The survey will come with clear guidance on how to complete it and the importance of participation. Apart from that, researchers can also conduct direct interviews with a number of employees to gain deeper insight into their experiences and perceptions related to the variables studied.

### F. Data analysis

The collected data will be analyzed using appropriate statistical techniques, such as multiple linear regression (Baharuddin, n.d.). This analysis will help in identifying the relationship between the independent variables (organizational culture, OCB, and work ethic) and the dependent variable (employee performance). In addition, path analysis can also be used to understand direct and indirect relationships between variables.

### G. Interpretation of Results

The results of data analysis will be interpreted carefully to draw valid and relevant conclusions. Research findings will be linked to relevant literature to strengthen the validity of the results. The practical implications of the research findings will be discussed, and recommendations will be submitted to PDAM Tirta Giri Nata management to improve employee performance.

### H. Research Limitations

The study will consider potential limitations that may affect the validity and generalizability of the results. These include limitations in sample size, measurement instruments, as well as other factors that may influence the interpretation of findings.

**III. RESULTS AND DISCUSSION****A. Validity test**

The aim of the validity test in this research is to organize the data from the variables studied. The research used a sample of 158 employees who were used as research objects, where  $df = (N-2) = 158 - 2 = 156$ , so the result of 156 with a significance of 0.05 was 0.1313. The results of the validity test in this study used the Corrected Item-Total Correlation validity test using SPSS Version 16.0 as follows:

*Table 1. Organizational Culture (X1)*

| <i>Item-Total Statistics</i> |                                   |                                       |   |   |
|------------------------------|-----------------------------------|---------------------------------------|---|---|
|                              | <i>Scale Mean if Item Deleted</i> | <i>Scale Variance if Item Deleted</i> | <i>Corrected Item-Total Correlation</i> | <i>Cronbach's Alpha if Item Deleted</i> |
| <i>X1.1</i>                  | <i>59.1456</i>                    | <i>28,915</i>                         | <i>,184</i>                             | <i>,723</i>                             |
| <i>X1.2</i>                  | <i>59.2911</i>                    | <i>27,163</i>                         | <i>,312</i>                             | <i>,711</i>                             |
| <i>X1.3</i>                  | <i>59.0696</i>                    | <i>26,880</i>                         | <i>,372</i>                             | <i>,704</i>                             |
| <i>X1.4</i>                  | <i>59.0570</i>                    | <i>27,672</i>                         | <i>,287</i>                             | <i>,714</i>                             |
| <i>X1.5</i>                  | <i>59.0380</i>                    | <i>27,553</i>                         | <i>,307</i>                             | <i>,711</i>                             |
| <i>X1.6</i>                  | <i>58.9557</i>                    | <i>28,297</i>                         | <i>,268</i>                             | <i>,715</i>                             |
| <i>X1.7</i>                  | <i>59.1709</i>                    | <i>27,162</i>                         | <i>,331</i>                             | <i>,709</i>                             |
| <i>X1.8</i>                  | <i>59.1772</i>                    | <i>25,943</i>                         | <i>,461</i>                             | <i>,693</i>                             |
| <i>X1.9</i>                  | <i>59.1519</i>                    | <i>25,697</i>                         | <i>,520</i>                             | <i>,687</i>                             |
| <i>X1.10</i>                 | <i>59.0823</i>                    | <i>27,006</i>                         | <i>,324</i>                             | <i>,710</i>                             |
| <i>X1.11</i>                 | <i>59.0443</i>                    | <i>28,476</i>                         | <i>,194</i>                             | <i>,723</i>                             |
| <i>X1.12</i>                 | <i>59.0380</i>                    | <i>27,999</i>                         | <i>,305</i>                             | <i>,712</i>                             |
| <i>X1.13</i>                 | <i>59.1266</i>                    | <i>28,239</i>                         | <i>,220</i>                             | <i>,721</i>                             |
| <i>X1.14</i>                 | <i>59.2405</i>                    | <i>27,305</i>                         | <i>,259</i>                             | <i>,718</i>                             |
| <i>X1.15</i>                 | <i>59.1076</i>                    | <i>25,383</i>                         | <i>,523</i>                             | <i>,686</i>                             |

Based on the output above, it can be seen in the Corrected Item-Total Correlation column that the results of the validity test instrument for the statement of the organizational culture variable (X1) are presented in the table below:

*Table 2. Organizational Culture Validity Test Measurement Results (X1)*

| <i>Item No</i> | <i>R. count</i> | <i>R. table</i> | <i>Information</i> |
|----------------|-----------------|-----------------|--------------------|
| 1              | 0.184           | 0.1313          | Valid              |
| 2              | 0.312           | 0.1313          | Valid              |
| 3              | 0.372           | 0.1313          | Valid              |
| 4              | 0.287           | 0.1313          | Valid              |
| 5              | 0.307           | 0.1313          | Valid              |
| 6              | 0.268           | 0.1313          | Valid              |
| 7              | 0.331           | 0.1313          | Valid              |
| 8              | 0.461           | 0.1313          | Valid              |
| 9              | 0.520           | 0.1313          | Valid              |
| 10             | 0.324           | 0.1313          | Valid              |
| 11             | 0.194           | 0.1313          | Valid              |
| 12             | 0.305           | 0.1313          | Valid              |
| 13             | 0.220           | 0.1313          | Valid              |
| 14             | 0.259           | 0.1313          | Valid              |
| 15             | 0.523           | 0.1313          | Valid              |

Based on the results of data calculations, each statement has a calculated R value, so it can be stated that each statement for the organizational culture variable (X1) is valid. So it can be concluded that each statement of the organizational culture variable instrument (X1) is feasible and can be used for the subsequent data analysis process.

*Table 3. Organizational Citizenship Behavior (OCB)*

| <i>Item-Total Statistics</i> |                                   |                                       |   |   |
|------------------------------|-----------------------------------|---------------------------------------|---|---|
|                              | <i>Scale Mean if Item Deleted</i> | <i>Scale Variance if Item Deleted</i> | <i>Corrected Item-Total Correlation</i> | <i>Cronbach's Alpha if Item Deleted</i> |
| X2.1                         | 51.2152                           | 22,068                                | ,397                                    | ,728                                    |
| X2.2                         | 51.3291                           | 22,299                                | ,431                                    | ,725                                    |
| X2.3                         | 51.4810                           | 21,398                                | ,368                                    | ,734                                    |
| X2.4                         | 51.1835                           | 23,565                                | ,228                                    | ,747                                    |
| X2.5                         | 51.1646                           | 23,272                                | ,254                                    | ,744                                    |
| X2.6                         | 51.1962                           | 23,331                                | ,282                                    | ,740                                    |
| X2.7                         | 51.3038                           | 23,181                                | ,271                                    | ,742                                    |
| X2.8                         | 51.1899                           | 22,677                                | ,395                                    | ,729                                    |
| X2.9                         | 51.3038                           | 21,627                                | ,491                                    | ,718                                    |
| X2.10                        | 51.3481                           | 21,948                                | ,477                                    | ,720                                    |
| X2.11                        | 51.2532                           | 22,025                                | ,433                                    | ,724                                    |
| X2.12                        | 51.2975                           | 22,070                                | ,450                                    | ,723                                    |
| X2.13                        | 51.3418                           | 22,239                                | ,351                                    | ,734                                    |

Based on the output above, it can be seen in the Corrected Item-Total Correlation column that the results of the validity test of the OCB variable statement instrument (X2) are presented in the table below:

*Table 3. OCB Validity Measurement Results (X2)*

| <i>Item No</i> | <i>R. count</i> | <i>R. table</i> | <i>Information</i> |
|----------------|-----------------|-----------------|--------------------|
| 1              | 0.397           | 0.1313          | Valid              |
| 2              | 0.431           | 0.1313          | Valid              |
| 3              | 0.368           | 0.1313          | Valid              |

|    |       |        |       |
|----|-------|--------|-------|
| 4  | 0.228 | 0.1313 | Valid |
| 5  | 0.254 | 0.1313 | Valid |
| 6  | 0.282 | 0.1313 | Valid |
| 7  | 0.271 | 0.1313 | Valid |
| 8  | 0.395 | 0.1313 | Valid |
| 9  | 0.491 | 0.1313 | Valid |
| 10 | 0.477 | 0.1313 | Valid |
| 11 | 0.433 | 0.1313 | Valid |
| 12 | 0.450 | 0.1313 | Valid |
| 13 | 0.351 | 0.1313 | Valid |

Based on the calculation results, the data shows that each statement has a value of  $r_{count} > r_{table}$ , so it can be stated that each statement for the OCB variable (X2) is valid. So it can be concluded that all OCB variable instrument statements (X2) are feasible and can be used for the subsequent data analysis process.

Table 4. Work Ethic (X3)

| <i>Item-Total Statistics</i> |                                   |                                       |   |   |
|------------------------------|-----------------------------------|---------------------------------------|---|---|
|                              | <i>Scale Mean if Item Deleted</i> | <i>Scale Variance if Item Deleted</i> | <i>Corrected Item-Total Correlation</i> | <i>Cronbach's Alpha if Item Deleted</i> |
| X3.1                         | 42.5127                           | 18,188                                | ,564                                    | ,771                                    |
| X3.2                         | 42.7468                           | 19,770                                | ,383                                    | ,790                                    |
| X3.3                         | 42.6582                           | 19,246                                | ,365                                    | ,794                                    |
| X3.4                         | 42.6392                           | 19,595                                | ,403                                    | ,788                                    |
| X3.5                         | 42.7468                           | 19,515                                | ,392                                    | ,789                                    |
| X3.6                         | 42.7152                           | 18,957                                | ,474                                    | ,781                                    |
| X3.7                         | 42.6646                           | 18,173                                | ,550                                    | ,772                                    |
| X3.8                         | 42.7785                           | 18,670                                | ,500                                    | ,778                                    |



*Item-Total Statistics*

|       | <i>Scale Mean if Item Deleted</i> | <i>Scale Variance if Item Deleted</i> | <i>Corrected Item-Total Correlation</i> | <i>Cronbach's Alpha if Item Deleted</i> |
|-------|-----------------------------------|---------------------------------------|---|---|
| X3.9  | 42,5000                           | 19,551                                | ,442                                    | ,785                                    |
| X3.10 | 42.6835                           | 19,390                                | ,435                                    | ,785                                    |
| X3.11 | 42.6582                           | 18,303                                | ,507                                    | ,777                                    |

Based on the output above, it can be seen in the Corrected Item-Total Correlation column that the results of the validity test instrument for the Work Ethic variable (X3) are presented in the table below:

*Table 5. Work Ethic Validity measurement results (X3)*

| <i>Item No</i> | <i>R. count</i> | <i>R. table</i> | <i>Information</i> |
|----------------|-----------------|-----------------|--------------------|
| 1              | 0.564           | 0.1313          | Valid              |
| 2              | 0.383           | 0.1313          | Valid              |
| 3              | 0.365           | 0.1313          | Valid              |
| 4              | 0.403           | 0.1313          | Valid              |
| 5              | 0.392           | 0.1313          | Valid              |
| 6              | 0.474           | 0.1313          | Valid              |
| 7              | 0.550           | 0.1313          | Valid              |
| 8              | 0.500           | 0.1313          | Valid              |
| 9              | 0.442           | 0.1313          | Valid              |
| 10             | 0.435           | 0.1313          | Valid              |
| 11             | 0.507           | 0.1313          | Valid              |

Based on the calculation results, the data shows that each statement has a value of  $r_{count} > r_{table}$ , so it can be stated that each statement for the Work Ethic variable (X3) is valid. So it can be concluded that all statements of the Work Ethic variable instrument (X3) are feasible and can be used for the subsequent data analysis process.

*Table 6. Employee Performance Validity Test (Y)*

| <i>Item-Total Statistics</i> |                                   |                                       |   |   |
|------------------------------|-----------------------------------|---------------------------------------|---|---|
|                              | <i>Scale Mean if Item Deleted</i> | <i>Scale Variance if Item Deleted</i> | <i>Corrected Item-Total Correlation</i> | <i>Cronbach's Alpha if Item Deleted</i> |
| Y1                           | 35.1709                           | 12,155                                | ,375                                    | ,736                                    |
| Y2                           | 35.1772                           | 12,032                                | ,388                                    | ,734                                    |
| Y3                           | 35.0886                           | 12,158                                | ,409                                    | ,731                                    |
| Y4                           | 35.1772                           | 11,433                                | ,567                                    | ,707                                    |
| Y5                           | 35.3165                           | 11,313                                | ,465                                    | ,722                                    |
| Y6                           | 35.2025                           | 11,895                                | ,413                                    | ,730                                    |
| Y7                           | 35.1709                           | 11,697                                | ,468                                    | ,721                                    |
| Y8                           | 35.1203                           | 12,170                                | ,369                                    | ,737                                    |
| Y9                           | 35.2342                           | 11,747                                | ,407                                    | ,732                                    |

Based on the output above, it can be seen in the Corrected Item-Total Correlation column that the results of the validity test instrument for the Employee Performance variable (Y) statement are presented in the table below:

*Table 7.*

| <i>Item No</i> | <i>R. count</i> | <i>R. table</i> | <i>Information</i> |
|----------------|-----------------|-----------------|--------------------|
| 1              | 0.375           | 0.1313          | Valid              |
| 2              | 0.388           | 0.1313          | Valid              |
| 3              | 0.409           | 0.1313          | Valid              |
| 4              | 0.567           | 0.1313          | Valid              |
| 5              | 0.465           | 0.1313          | Valid              |
| 6              | 0.413           | 0.1313          | Valid              |
| 7              | 0.468           | 0.1313          | Valid              |

|   |       |        |       |
|---|-------|--------|-------|
| 8 | 0.369 | 0.1313 | Valid |
| 9 | 0.407 | 0.1313 | Valid |

Based on the calculation results, the data shows that each statement has a value of  $r_{count} > r_{table}$ , so it can be stated that each statement for the Employee Performance variable (Y) is valid. So it can be concluded that all statements on the Employee Performance (Y) instrument are appropriate and can be used for further data analysis processes.

## B. Reliability Test

*Table 8. Organizational Culture (X1)*

*Reliability Statistics*

*Cronbach's Alpha N of Items*

,724                    15

It can be seen that the Chronbach's Alpha value is  $> 0.7$ , namely  $0.724 > 0.7$ , meaning that the organizational culture variable (X1) is reliable.

*Table 9. OCB (X2)*

*Reliability Statistics*

*Cronbach's Alpha N of Items*

,747                    13

It can be seen that the Chronbach's Alpha value is  $> 0.7$ , namely  $0.747 > 0.7$ , meaning the OCB variable (X2) is reliable

*Table 10. Work Ethic (X3)*

*Reliability Statistics*

*Cronbach's Alpha N of Items*

,799                    11

It can be seen that the Chronbach's Alpha value is  $> 0.7$ , namely  $0.799 > 0.7$ , meaning the Work Ethic variable (X3) is reliable.

*Table 11. Employee Performance (Y)*

*Reliability Statistics*

*Cronbach's Alpha N of Items*

*.751                      9*

It can be seen that the Chronbach's Alpha value is > 0.7, namely 0.751 > 0.7, meaning the Employee Performance variable (Y) is reliable.

**C. Classic assumption test**

*Table 12. Normality test*

*One-Sample Kolmogorov-Smirnov Test*

*Unstandardized Residuals*

| <i>N</i>                        |                               | <i>158</i>        |
|---------------------------------|-------------------------------|-------------------|
| <i>Normal Parametersa</i>       | <i>Mean</i>                   | <i>.0000000</i>   |
|                                 | <i>Std. Deviation</i>         | <i>3.04315515</i> |
| <i>Most Extreme Differences</i> | <i>Absolute</i>               | <i>,090</i>       |
|                                 | <i>Positive</i>               | <i>,070</i>       |
|                                 | <i>Negative</i>               | <i>-.090</i>      |
|                                 | <i>Kolmogorov-Smirnov Z</i>   | <i>1,134</i>      |
|                                 | <i>Asymp. Sig. (2-tailed)</i> | <i>.153</i>       |

a. Test distribution is Normal.

Based on the table above, it can be seen that the Kolmogrov-Smirnov normality test on the variables organizational culture (X1), OCB (X2), Work Ethic (X3) and Employee Performance (Y) results show that the residual variable data has an Asymp value. Sig. (2-tailed) is 0.153, which means it has a value <>0.05, so it can be concluded that all variables are normally distributed. This can also be seen from the following Normal PP Plot image:

Normal P-P Plot of Regression Standardized Residual

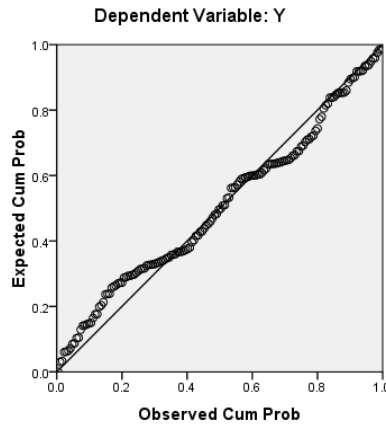


Table 13. Multicollinearity Test

| Coefficients <sup>a</sup> |                             |            |                           |       |                         |           |      |       |
|---------------------------|-----------------------------|------------|---------------------------|-------|-------------------------|-----------|------|-------|
| Model                     | Unstandardized Coefficients |            | Standardized Coefficients |       | Collinearity Statistics |           |      |       |
|                           | B                           | Std. Error | Beta                      | t     | Sig.                    | Tolerance | VIF  |       |
| 1 (Constant)              | 12,729                      | 3,040      |                           | 4,188 | ,000                    |           |      |       |
|                           | X1.1                        | ,077       | ,060                      | ,113  | 1,292                   | ,198      | ,546 | 1,832 |
|                           | X2.2                        | ,260       | ,071                      | ,346  | 3,652                   | ,000      | ,460 | 2,173 |
|                           | X3.3                        | ,251       | ,097                      | ,226  | 2,605                   | ,010      | ,552 | 1,812 |

a. Dependent Variable: Y

1. Tolerance X1 value 0.546 > 0.100 and VIF 1.832 < 10.00
2. Tolerance X2 value 0.460 > 0.100 and VIF 2.173 < 10.00
3. Tolerance X3 value 0.552 > 0.100 and VIF 1.812 < 10.00

So it can be concluded that there are no symptoms of multicollinearity from the existing data, or it can be said that the data is good.

**D. Heteroscedasticity test with the Glejser test**

The basis for making decisions on the Heteroscedasticity test using the Glejser method:

1. If the sig value is > 0.05 (no symptoms of heteroscedasticity occur)
2. If the sig value is <0.05 (heteroscedasticity symptoms occur)

*Table 14. Heterodecedasticity test*

| <i>Coefficients<sup>a</sup></i> |                   |                                    |                   |                                  |               |
|---------------------------------|-------------------|------------------------------------|-------------------|----------------------------------|---------------|
|                                 |                   | <i>Unstandardized Coefficients</i> |                   | <i>Standardized Coefficients</i> |               |
| <i>Model</i>                    |                   | <i>B</i>                           | <i>Std. Error</i> | <i>Beta</i>                      | <i>t Sig.</i> |
| 1                               | <i>(Constant)</i> | 5,959                              | 1,970             |                                  | 3,025 ,003    |
|                                 | X1.1              | -.101                              | ,039              | -.274                            | -2,598 ,060   |
|                                 | X2.2              | -.015                              | ,046              | -.038                            | -.332 ,740    |
|                                 | X3.3              | ,068                               | ,063              | ,115                             | 1,094 ,276    |

a. Dependent Variable: LNU2I

Statement that:

1. X1 sig value 0.060 > 0.05 means that there are no symptoms of heteroscedasticity
2. X2 sig value 0.740 > 0.05 means that heteroscedasticity does not occur
3. X3 sig value 276 > 0.05 means that heteroscedasticity does not occur

**D. Multiple Regression Analysis**

*Table 15. Based on the table above, it can be formulated:*

$$Y = a + b1X1 + b2X2 + b3X3$$

$$Y = 12.729 + 0.077X1 + 0.260X2 + 0.251X3$$

**E. Coefficient of Determination R**

*Table 16. Coefficient of Determination R*

| <i>Model Summary<sup>b</sup></i> |          |                 |                          |                                   |                      |
|----------------------------------|----------|-----------------|--------------------------|-----------------------------------|----------------------|
| <i>Model</i>                     | <i>R</i> | <i>R Square</i> | <i>Adjusted R Square</i> | <i>Std. Error of the Estimate</i> | <i>Durbin-Watson</i> |
| 1                                | .602a    | ,363            | ,351                     | 3.07265                           | 2,008                |

a. Predictors: (Constant), X3.3, X1.1, X2.2

b. Dependent Variable: Y

Based on the data above, the R Square value is 0.363 or 0.36.3%, which is multiplied by 100% to 36.3%, which means that the influence of variables X1, X2, X3 on variable Y is 36.5% and the remaining is 26% influenced by other factors not studied.

**F. Hypothesis testing**

**1. t Test (Partial)**

**a. Hypothesis testing of the influence of organizational culture (X1) on employee performance (Y)**

Partially testing the Organizational Culture variable on Employee Performance, the first hypothesis can be proposed as follows: Ho = There is no significant influence on the organizational culture variable on Employee Performance Ha = There is a significant influence on the Organizational Culture variable on Employee Performance Test criteria: If  $t_{count} > t_{table}$  then Ha is accepted and Ho is rejected. If  $t_{count} < t_{table}$  then Ha is rejected and Ho is accepted. As for calculating the size of the tcount number with  $\alpha = 0.05$  and  $dk = n - 2 = 158 - 2 = 156$  so  $t_{table}$  is 1.654.

Table 17. t Test

| Coefficients <sup>a</sup> |                             |            |                           |       |      |                         |       |
|---------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| Model                     | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | Collinearity Statistics |       |
|                           | B                           | Std. Error | Beta                      |       |      | Tolerance               | VIF   |
| 1 (Constant)              | 12,729                      | 3,040      |                           | 4,188 | ,000 |                         |       |
| X1.1                      | ,077                        | ,060       | ,113                      | 1,292 | ,198 | ,546                    | 1,832 |
| X2.2                      | ,260                        | ,071       | ,346                      | 3,652 | ,000 | ,460                    | 2,173 |
| X3.3                      | ,251                        | ,097       | ,226                      | 2,605 | ,010 | ,552                    | 1,812 |

a. Dependent Variable: Y

It can be seen that the organizational culture variable has a calculated t value of X1 1.292 < t table 1.654, so Ha is rejected and Ho is accepted, which means there is no influence between variable



Tcount -1.292

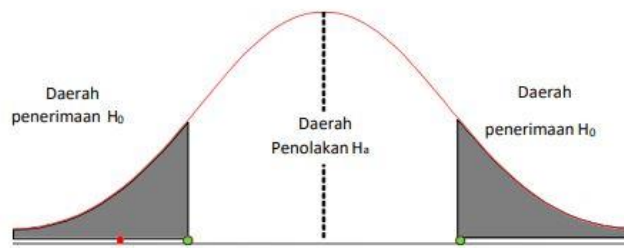
Ttable 1.654 Tcount 1.292

So it can be concluded that organizational culture (X1) does not have a significant influence on employee performance (Y).

**b. Hypothesis Testing the Effect of OCB (X2) on Employee Performance (Y)**

Partial testing regarding the OCB variable on employee performance can propose the first hypothesis as follows:

It can be seen that the OCB variable has an influence on employee performance. This can be proven by obtaining a tcount value of 3.652 > 1.654 and a sig value of 0.000 < 0.05, so Ha is accepted and Ho is rejected. So it can be concluded that OCB has a significant effect on 156 employee performance. It can also be shown that the first hypothesis of OCB has been tested. This description can be described in areas of acceptance and rejection of the hypothesis with the following picture:



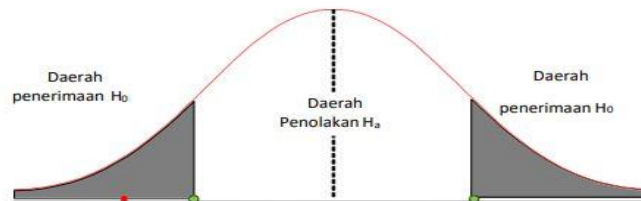
Tcount -3.652

Ttable 1.654 Tcount 3.652

**c. Hypothesis Testing the Effect of Work Ethic (X3) on Employee Performance (Y)**

Partially testing the Work Ethic variable on Employee Performance, the first hypothesis can be proposed as follows: "

It can be seen that the work ethic variable has an influence on employee performance. This is proven by the tcount value of 2.605 > 1.654 and the sig value of 0.01 < 0.05, which means that Ha is accepted and Ho is rejected. So it can be concluded that the work ethic variable has a significant effect on 156 employee performance. This shows that the first hypothesis regarding work ethic has been tested. This description can be described in areas of acceptance and rejection of the hypothesis with the following picture :



Tcount -2.605

Ttable 1.654 Tcount 2.605

**2. Simultaneous significance test (F Test)**

Provision:

The significant level = 0.05 and the degrees of freedom df1 are (number of variables/k-1 or 4-1=3). Then the degrees of freedom df3 are (number of samples/n-number of variables/k) or 156-4 = 152. Based on these provisions, the result obtained for FTable is 1.654.

Table 18. F Test

| ANOVA <sup>b</sup> |                |     |             |        |       |
|--------------------|----------------|-----|-------------|--------|-------|
| Model              | Sum of Squares | df  | Mean Square | F      | Sig.  |
| 1 Regression       | 828,486        | 3   | 276,162     | 29,251 | ,000a |
| Residual           | 1453,945       | 154 | 9,441       |        |       |
| Total              | 2282,430       | 157 |             |        |       |

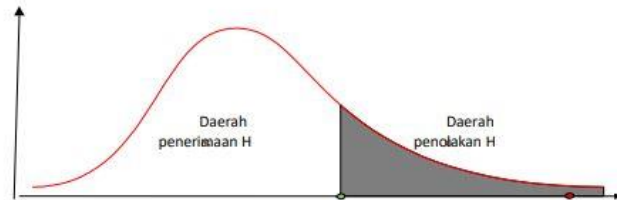
a. Predictors: (Constant), X3.3, X1.1, X2.2

b. Dependent Variable: Y

Based on the table data above, it is known that Fcount is 29.251 with a significance level of 0.000. This value is then compared with Ftable 1.654. In this way, it can be concluded that the value of Fcount > Ftable is 29.251 > 1.654 and the significant value is 0.000 < 0.05 so that Ho is rejected and Ha is accepted, meaning that



the variables organizational culture (X1), OCB (X2), Work Ethic (X3) simultaneously have an influence significant to employee performance (Y). The picture of the area of acceptance and rejection of the hypothesis is as follows:



#### IV. CONCLUSION

Based on the research results, it was concluded that although organizational culture does not have a significant influence on employee performance ( $\beta = 0.077$ ,  $t = 1.292$ ,  $p = 0.198$ ), Organizational Citizenship Behavior (OCB) ( $\beta = 0.260$ ,  $t = 3.652$ ,  $p < 0.001$ ) and Work Ethic (X3) ( $\beta = 0.251$ ,  $t = 2.605$ ,  $p = 0.010$ ) significantly contributes positively to employee performance. The results of the simultaneous significance test show that together, organizational culture, OCB, and work ethic significantly influence employee performance ( $F = 29.251$ ,  $p < 0.001$ ). These findings highlight the importance of OCB and work ethic in improving employee performance in the PDAM Tirta Giri Nata Cirebon City environment.

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