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The Influence of Work Motivation, Organizational Communication, and Work Discipline on Organizational Citizenship Behavior (OCB) among Employees of CV. Bonucci

Vira Villania ^{1*)}; Lenny Christina Nawangsari ²⁾

¹⁾ virllania13@gmail.com, Universitas Mercu Buana, Indonesia

²⁾ r.joko@mercubuana.ac.id, Universitas Mercu Buana, Indonesia

*) Corresponding Author

ABSTRACT

This study aims to examine the influence of work motivation, organizational communication, and work discipline on Organizational Citizenship Behavior (OCB) among employees at CV. Bonucci. The population of this research consisted of all 71 permanent employees, and a saturated sampling method was applied, where the entire population was used as the sample. Data were collected through a structured questionnaire, and the analysis was conducted using Structural Equation Modeling–Partial Least Square (SEM-PLS) with SmartPLS 4.0 software. The results indicate that work motivation, organizational communication, and work discipline each have a positive and significant effect on OCB. These findings highlight the crucial role of intrinsic and extrinsic motivation, effective communication practices, and consistent work discipline in fostering voluntary behaviors that go beyond formal job descriptions. The implications of this study suggest that organizations should prioritize strategies to strengthen employee motivation, improve communication channels, and enforce discipline to create a productive, cooperative, and sustainable work environment. Furthermore, the study contributes theoretically by enriching the human resource management literature, particularly regarding behavioral aspects that enhance organizational effectiveness.

Keywords: Work Motivation; Organizational Communication; Work Discipline; Organizational Citizenship Behavior (OCB).

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INTRODUCTION

In the era of globalization and rapid technological development, organizations are required to adapt to the increasingly complex dynamics of the business environment. Intense competition occurs not only at the national level but also internationally, making it necessary for companies to implement effective human resource management (HRM) strategies. Human resources are the most important assets in an organization, as employee performance quality significantly determines the success of achieving company goals. HRM plays a crucial role in managing labor relations, improving productivity, and creating a healthy organizational climate. One tangible contribution of human resources in organizations is voluntary behavior beyond formal responsibilities, known as Organizational Citizenship Behavior (OCB). OCB is essential because it supports organizational effectiveness, strengthens teamwork, and enhances both individual and collective performance in the workplace. (Haddad, 2023).

Organizational Citizenship Behavior (OCB) is defined as voluntary employee behavior that is not explicitly stated in the job description but contributes significantly to organizational success. This behavior includes willingness to help colleagues, maintaining a harmonious work environment, and providing additional contributions without expecting formal rewards. OCB plays a crucial role in supporting the achievement of company goals, especially in the face of rapid organizational changes. Employees with high levels of OCB demonstrate loyalty, initiative, and a greater sense of responsibility. Conversely, low levels of OCB may hinder productivity and weaken employee solidarity. Therefore, it is important for companies to identify the factors influencing OCB in order to design appropriate strategies for managing employees. This study specifically examines the influence of work motivation, organizational communication, and work discipline as determinants of OCB. (Khairuddin, 2020).

Work motivation is one of the fundamental factors driving the formation of OCB. Motivation can stem from within the individual (intrinsic), such as the desire to achieve, or from external sources (extrinsic), such as rewards and bonuses. Motivated employees tend to have positive energy, making them more willing to help colleagues and demonstrate dedication to the organization. Conversely, lack of motivation results in indifference, low participation, and minimal voluntary contributions. Previous studies have shown mixed results regarding the relationship between motivation and OCB, creating an interesting research gap. In the context of CV. Bonucci, low work motivation was evident from a pre-survey showing that only a small proportion of employees felt motivated to work harder. This condition indicates that motivation is an important variable to consider in efforts to enhance OCB. (Efendi, 2023).

In addition to motivation, organizational communication also plays an important role in influencing OCB. Effective communication facilitates information delivery, reduces misunderstandings, and improves coordination among divisions. Through good communication, employees can clearly understand their roles, support each other, and collaborate to achieve organizational goals. Conversely, poor communication can lead to conflict, confusion over instructions, and weakened team solidarity. Previous studies have shown that organizational communication significantly influences the development of OCB, although some other studies reported different results. At CV. Bonucci, a pre-survey revealed that miscommunication among employees still hindered work effectiveness. This indicates that organizational communication needs to be improved so that employees can voluntarily contribute more to the company's success. (Geza, 2023).

Another important factor is work discipline. Discipline reflects employee compliance with company rules, policies, and procedures. Highly disciplined employees demonstrate punctuality, seriousness in carrying out tasks, and commitment to following regulations. Good work discipline fosters a sense of responsibility, maintains order, and improves work quality. Conversely, low work discipline leads to high levels of tardiness, unexcused absences, and decreased team performance. Based on attendance data from CV. Bonucci in 2024, there was a high rate of tardiness and absenteeism, indicating weak discipline. This condition contributes to low OCB, as discipline is a vital foundation in fostering voluntary behavior and loyalty to the organization. (Khairuddin, 2020).

Based on the above discussion, it can be concluded that work motivation, organizational communication, and work discipline are key factors influencing OCB. However, previous studies have shown inconsistent results, with some finding significant effects while others reported no meaningful relationship. These differences highlight a research gap that needs to be addressed through further studies. This research takes CV. Bonucci as the study object, as the company faces real issues related to low motivation, ineffective communication, and suboptimal discipline. Therefore, this study is relevant to provide empirical insights into the extent to which these factors contribute to shaping OCB.

The purpose of this research is to analyze the influence of work motivation, organizational communication, and work discipline on employee OCB at CV. Bonucci. Practically, this research is expected to provide input for companies in formulating HRM strategies to enhance employee OCB through better management of motivation, communication, and discipline. Theoretically, this study enriches the literature on HRM, particularly in the context of OCB in medium-sized enterprises. Moreover, this research also contributes to the achievement of the Sustainable Development Goals (SDGs), particularly SDG 8 on decent work and economic growth. By understanding the factors influencing OCB, companies can create a more conducive, productive, and sustainable work environment, thereby supporting long-term organizational success.

LITERATURE REVIEW

Organizational Citizenship Behavior (OCB) is an important concept in human resource management that describes employees' voluntary behavior to perform tasks beyond their formal job descriptions in order to support organizational effectiveness. Organ (1988) classified OCB into five dimensions: altruism, courtesy, civic virtue, conscientiousness, and sportsmanship. OCB plays a role in creating a harmonious work environment, enhancing collaboration, and accelerating the achievement of organizational goals. Various studies have confirmed that OCB is closely related to motivation, organizational communication, and work discipline. High motivation encourages employees to engage more actively, while effective organizational communication ensures a clear flow of information and strengthens cooperation among individuals. Work discipline, on the other hand, reflects employees' awareness of complying with rules, which increases performance consistency. (Amalia, 2024) Thus, fostering OCB can be viewed as a vital strategy for companies to improve productivity and competitiveness in an increasingly globalized and competitive era.

Work motivation is one of the key determinants in shaping OCB. According to Herzberg's motivation theory, motivators such as recognition, responsibility, and achievement significantly contribute to job satisfaction and voluntary behavior. Highly motivated employees

are more likely to make additional contributions beyond formal obligations. Research by Ponco et al. (2021) shows that intrinsic motivation, such as a sense of accomplishment, and extrinsic motivation, such as financial rewards, can encourage increased OCB. On the other hand, Mubarakah & Nuvriasari (2024) found that motivation does not always have a significant effect, indicating the presence of other mediating or moderating factors. This shows that work motivation is not only about material incentives but also about a supportive work environment, leadership style, and opportunities for self-development. Therefore, organizations need to design motivational strategies that balance intrinsic and extrinsic aspects to encourage employees to engage more in OCB. (Heryudanto, 2022).

In addition to motivation, organizational communication also significantly influences OCB. Effective communication enables openness, clarity of instructions, and good interpersonal relationships among employees. Efendi et al. (2023) emphasized that smooth communication fosters a sense of togetherness and facilitates coordination within the organization. (Efendi, 2023) Research by Heryudanto & Suratman (2022) found that organizational communication has a significant positive effect on OCB, as employees feel more valued when information is delivered transparently. However, different results were reported by Kurniawan & Rositasari (2022), who argued that organizational communication does not always affect OCB, particularly when organizational culture does not support open interaction. This highlights that the quality of communication is determined not only by the messages conveyed but also by the organizational climate, managerial support, and active employee participation. Therefore, strengthening internal communication systems can be an effective strategy to improve employees' voluntary behavior. (Khairuddin, 2020).

Another equally important factor is work discipline. Good discipline is reflected in punctuality, adherence to rules, and seriousness in completing tasks. According to Haddad et al. (2023), work discipline is an indicator of employees' awareness of their responsibilities, which directly impacts performance quality and organizational effectiveness. Research by Widarmanti & Amalia (2023) showed a significant effect of work discipline on OCB, while Riyanto et al. (2021) found different results. This suggests that work discipline may be influenced by external factors such as company policies or reward systems. In the context of CV. Bonucci, employee absenteeism and tardiness indicate low discipline, which negatively impacts OCB. Therefore, improving discipline through regular evaluations, enforcement of rules, and a balanced system of sanctions and rewards becomes an important strategy to encourage the consistent formation of voluntary behavior among employees

METHOD

This study employs a quantitative approach with a causal associative research design to analyze the influence of work motivation, organizational communication, and work discipline on Organizational Citizenship Behavior (OCB) among employees of CV. Bonucci. The research was conducted at CV. Bonucci in 2024, with a population consisting of 71 permanent employees. (Sugiono, 2020) The sampling technique used was saturated sampling, in which all members of the population were included as research respondents. Data were collected through a closed-ended questionnaire based on a five-point Likert scale, which had been tested for validity and reliability prior to distribution. The research variables were operationalized into several indicators according to relevant theories, including Organizational Citizenship Behavior (Y), work motivation (X1), organizational communication (X2), and work discipline (X3). Data

analysis was conducted using Structural Equation Modeling Partial Least Square (SEM-PLS) with the aid of SmartPLS 4.0 software, through the stages of testing the outer model (convergent validity, discriminant validity, reliability), inner model (R^2 and path coefficient), as well as hypothesis testing with bootstrapping. (Sugiono, 2020).

RESULTS AND DISCUSSION

Results

This study involved 71 permanent employees of CV. Bonucci as respondents, using a saturated sampling method. Based on demographic characteristics, the majority of respondents were male, totaling 46 people (64.8%), while females accounted for 25 people (35.2%). In terms of age, respondents were dominated by the 21–30 age group at 40.8%, while the highest level of education was high school/vocational school (SMA/SMK) at 50.7%. Most respondents had worked for more than five years (33.8%), indicating that a large portion of employees had relatively long experience in the company. Descriptive analysis of the research variables showed that Organizational Citizenship Behavior (OCB) obtained an average score of 3.92, which falls into the high category. Work motivation had an average score of 3.85, organizational communication 3.78, and work discipline 3.81, all of which were also categorized as high. (Mawardi, 2024) These findings indicate that CV. Bonucci employees tend to demonstrate voluntary behavior, good work motivation, fairly effective organizational communication, and relatively well-maintained work discipline, although some weaknesses remain, such as tardiness and miscommunication between divisions.

Tabel 1. Respondent Characteristics

Characteristics Category		Total Percentage	
Gender	Man	46	64,8%
	Women	25	35,2%
Age	21–30 yo	29	40,8%
	31–40 yo	24	33,8%
	41–50 yo	12	16,9%
	>50 yo	6	8,5%
Last Education	High School/Vocational High School	36	50,7%
	Diploma	12	16,9%
	S1	20	28,2%
	S2	3	4,2%
Length of work	<1 year	7	9,9%
	1–3 years	18	25,4%
	3–5 years	22	31,0%
	>5 years	24	33,8%

The quality test of the research instrument was conducted using Convergent Validity, Discriminant Validity, and Composite Reliability analysis. The results showed that all indicators had loading factor values above 0.70 after modification, which means that each indicator is valid in measuring its construct. The Average Variance Extracted (AVE) values for all variables were above 0.50, thereby meeting the convergent validity criteria. In addition, the

Discriminant Validity test results using the Fornell-Larcker criterion showed that the square root values of AVE for each variable were higher than the correlations with other variables, indicating that discriminant validity was achieved. In terms of reliability, the Composite Reliability and Cronbach's Alpha values of all research variables were greater than 0.70, demonstrating good internal consistency of the instrument. (Kurnianto, 2022) This means that the questionnaire used can be trusted as a valid and reliable measurement tool in describing the conditions of work motivation, organizational communication, work discipline, and OCB among employees of CV. Bonucci.

Table 2. Reliability and Validity Test Results

Variable	AVE	Composite Reliability	Cronbach's Alpha
OCB	0.62	0.89	0.85
Work Motivation	0.58	0.87	0.83
Organizational Communication	0.60	0.88	0.84
Work Discipline	0.57	0.86	0.81

Hypothesis testing was carried out using the SEM-PLS method with SmartPLS 4.0. The analysis results show that all independent variables have a positive and significant effect on Organizational Citizenship Behavior (OCB). Work motivation has a path coefficient of 0.312 with a t-statistic of 3.87 ($p < 0.05$), thus the first hypothesis is accepted. Organizational communication obtained a path coefficient of 0.278 with a t-statistic of 3.45 ($p < 0.05$), supporting the second hypothesis. Meanwhile, work discipline was found to be the most dominant variable with a path coefficient of 0.354 and a t-statistic of 4.12 ($p < 0.05$), leading to the acceptance of the third hypothesis. The R^2 value of 0.68 indicates that work motivation, organizational communication, and work discipline are able to explain 68% of the variation in OCB, while the remaining 32% is influenced by other factors outside the research model. These findings confirm that the three factors play a crucial role in shaping employees' voluntary behavior that supports organizational effectiveness, and therefore need to be considered in the company's human resource management strategies. (Putri, 2023)

Table 3. Hypothesis Testing Results of SEM-PLS

Variable Relationship	Path Coefficient	t-statistic	p-value	Description
Work Motivation → OCB	0.312	3.87	0.000	Significant
Organizational Communication → OCB	0.278	3.45	0.001	Significant
Work Discipline → OCB	0.354	4.12	0.000	Significant
R^2 Value of OCB	0.68			

4.2 Discussion

The results of the study show that work motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB). This finding confirms that the higher the level of employee motivation, the greater their tendency to engage in voluntary behaviors beyond their formal job descriptions. This condition is consistent with Herzberg's motivation theory, which states that intrinsic factors such as recognition, achievement, and responsibility can

encourage individuals to make greater contributions. The result is also in line with Yulianto et al. (2023), who demonstrated that work motivation plays an important role in enhancing OCB. In the context of CV. Bonucci, employee motivation may be influenced by rewards, opportunities for self-development, and a supportive work environment. If the company can provide appropriate encouragement, employees will not only carry out their core tasks but also willingly help colleagues, maintain a positive work climate, and improve overall organizational effectiveness. (Riyanto, 2021)

In addition to motivation, organizational communication was also found to have a positive and significant effect on OCB. This indicates that the more effective the communication within the organization, the higher the employees' tendency to engage in voluntary behaviors that support organizational success. Open communication allows for clear information exchange, reduces misunderstandings, and enhances cooperation among individuals. Heryudanto & Suratman (2022) also reinforced this finding, stating that effective communication fosters trust and togetherness among employees. At CV. Bonucci, communication barriers that previously existed between the production and administration departments affected work coordination. However, when communication channels were improved through regular meetings and clearer instructions, employees demonstrated more proactive behavior, such as helping to complete other teams' tasks. (Ayu, 2023) This proves that effective organizational communication can be a key driver in fostering OCB.

Work discipline was also proven to have a positive and significant effect on OCB. Disciplined employees tend to have a strong awareness of their responsibilities and organizational rules, making them more committed to giving additional contributions. Widarmanti & Amalia Cahyani (2023) confirmed that discipline not only affects formal compliance but also encourages employees to go the extra mile in supporting organizational goals. At CV. Bonucci, issues of tardiness and unexcused absenteeism once became major obstacles that reduced team effectiveness. However, through monthly evaluations and the enforcement of strict sanctions, employee discipline began to improve. This condition resulted in positive behaviors such as punctuality in completing tasks and initiative in assisting colleagues. (Pahrudin, 2022) This proves that discipline is not only about compliance but also about building collective awareness to voluntarily support organizational success.

When the three variables are tested simultaneously, motivation, organizational communication, and work discipline are all found to have a significant effect on OCB. This result shows the synergy among these variables in shaping employees' voluntary behavior within the organization. Motivation acts as an internal driver, communication serves as a coordination tool, and discipline provides the foundation for orderly behavior. The combination of these factors encourages employees to engage in extra-role behaviors that are not mandatory but crucial to organizational success. This study supports Organ's (1988) view that OCB is influenced by both personal and situational factors, including motivation, communication, and discipline. In practice at CV. Bonucci, when employees feel motivated, receive clear information, and are accustomed to discipline, they are more likely to maintain good relationships with colleagues, participate in company activities, and uphold the organization's positive image. (Mubarakah, 2024) Thus, companies need to manage these three factors in an integrated manner to strengthen employees' OCB.

The practical implication of these findings is that companies should develop comprehensive strategies to enhance employees' OCB. Motivation can be improved through fair reward systems, training opportunities, and the assignment of challenging responsibilities.

Organizational communication can be strengthened by fostering a culture of openness, enhancing feedback mechanisms, and utilizing effective communication technologies. Meanwhile, discipline can be reinforced through consistent rule enforcement, continuous supervision, and positive examples from management. This study also provides theoretical implications by emphasizing the importance of integrating individual and organizational factors in shaping OCB. (Maryani, 2022) By improving these three variables, CV. Bonucci has the potential to create a more productive, harmonious, and innovative work environment. For future research, it is recommended to include additional variables such as leadership, organizational culture, or job satisfaction to enrich the understanding of factors influencing OCB across different types of companies.

CONCLUSION

Based on the results of research conducted on employees of CV. Bonucci, it can be concluded that work motivation, organizational communication, and work discipline have a positive and significant effect on Organizational Citizenship Behavior (OCB). This indicates that the higher the level of employee motivation, the more effective the communication within the organization, and the better the discipline implemented, the greater the employees' voluntary behavior in helping the organization beyond their formal job descriptions. These findings also confirm that OCB is not only influenced by individual factors but also by organizational environments that foster healthy communication and disciplined work systems.

Practically, this study provides important implications for the management of CV. Bonucci to pay greater attention to strategies for enhancing motivation, strengthening internal communication patterns, and consistently enforcing work discipline. Such efforts are expected to create a more productive, conducive, and harmonious work atmosphere, thereby supporting the achievement of the company's goals. Theoretically, this study enriches the literature in the field of human resource management, particularly regarding the factors influencing OCB. For future research, it is recommended to include additional variables such as leadership, job satisfaction, or organizational culture in order to provide a more comprehensive understanding of the determinants of OCB across various industries.

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