The Role of Subjective Well-Being (SWB), Knowledge Management (KM) and Trust in Employer (TIE) on Organizational Citizenship Behavior (OCB) of Public Sector Governance Employee in Industrial Revolution Era

By

Suryoto Suryoto
Universitas Wijayakusuma Purwokerto, Indonesia
Correspondent Author: suryoto@unwiku.ac.id

Anggara Setya Saputra
Universitas Wijayakusuma Purwokerto, Indonesia

Devit Bagus Indranika
Universitas Wijayakusuma Purwokerto, Indonesia

Vita Mayastinasari
Sekolah Tinggi Ilmu Kepolisian Jakarta, Indonesia

Novi Indah Earlyanti
Sekolah Tinggi Ilmu Kepolisian Jakarta, Indonesia

Chamid Sutikno
Universitas Nahdlatul Ulama Purwokerto, Indonesia

Wahyuningrat Wahyuningrat
Universitas Jenderal Soedirman Purwokerto, Indonesia

Abstract

This study aims to examine the effect of subjective well-being, knowledge management and trust in the employer on organizational citizenship behavior of Public Sector Governance Employees. This research method is a quantitative survey method. Respondents in this study were Public Sector Governance Employees totaling 680 employees. The selection of research subjects was carried out nonprobability with purposive sampling technique because it was based on the characteristics determined by the researcher. This study uses a Likert model scale of 1-7 as the main instrument in obtaining empirical data from knowledge management, organizational citizenship behavior, subjective well-being, and trust in the employer. Data was obtained through distributing online questionnaires via social media. Data analysis uses structural equation modeling (SEM) with SmartPLS 3.0 software tools. The results of the research hypothesis test are that Subjective Well-Being (SWB) has a positive and significant effect on Organizational Citizenship Behavior (OCB), Knowledge Management (KM) has a positive and significant effect on Organizational Citizenship Behavior (OCB), Trust in Employer (TIE) has a positive effect and significant to Organizational Citizenship Behavior (OCB).

Keywords: Subjective Well-Being (SWB) , Knowledge Management (KM) , Trust in Employer (TIE) , Organizational Citizenship Behavior (OCB) , Public Sector Governance Employee , Industrial Revolution Era

Introduction

The phenomenon that occurs in the Public Sector Governance shows that there are many employees who work sober, violate work rules, come to the office late, complain and do not want to tolerate work conditions, find it difficult to be actively involved in work teams and prefer to work individually. According to Boakye et al. (2022) Public Sector Governance requires a strategy to overcome these problems and requires employees who are able to work optimally and even work extra beyond the specified standards. Public Sector Governance wants employees to work extra hard by being more obedient and obedient to the specified work rules, to be able to work optimally in teams, to help each other with the tasks of colleagues who need them, to be able to come to the office early, not to waste time working. Organizational citizenship behavior has become one of the most researched themes in the study of industrial psychology and human resource management literature. According to Boakye et al. (2022) Volunteering is the essence of organizational citizenship behavior so that even though it is not planned in the company's reward system, employees are willing to contribute more to the effectiveness of company performance such as involving themselves in several informal assignments given by the company. When employees of a company have and demonstrate organizational citizenship behavior, a positive organizational climate will be formed which will have implications for increasing employee welfare and low turnover intentions. Such an environment allows companies to gain success with qualified employees who do not view high material values as their main motivation in working. Employees will focus more on directing their energy to achieve company goals, are willing to help co-workers' difficulties, have a better attachment to the company, and fully enjoy their role in their work. The description shows that organizational citizenship behavior is one of the vital elements that influence company success so it needs to be studied. factors that can affect organizational citizenship behavior Public Sector Governance There are many factors that affect organizational citizenship behavior, one of which is subjective well-being and trust in the employer.

According to Bobbio et al. (2022) Subjective well-being is a construct about the abstraction of individual highest happiness which involves life satisfaction. This construct was originally popularized by Cope et al. (2007); Chiu et al. (2015) defines subjective well-being as a self-assessment about the importance of an individual's life based on his emotional reactions and cognitive evaluations from various perspectives. In the context of the world of work subjective well-being reflects the well-being of employees in their work life, thus employees are said to have well-being if they feel satisfied with their work, often experience positive emotions such as joy and happiness, and rarely experience negative emotions such as disappointment, sadness and anger. . According to Bryson et al. (2017) Welfare is an important part of employee work life, because it is closely related to various positive consequences such as employee involvement, organizational citizenship behavior, employee commitment, and high employee performance. Therefore, it is important for companies to ensure the welfare of their employees. According to some experts, employees with organizational citizenship behavior are accompanied by their level of happiness. Employees who are happy in their work life tend to have better organizational citizenship behavior. Referring to social exchange theory, when employees feel satisfied and happy with the company's treatment, employees will give a return beyond what the company expects of them and devote themselves with full dedication. Employees feel they have a strong emotional bond with the company, thus making them work without pursuing financial rewards or career advancement, but for personal satisfaction and company progress. Trust in the employer is the employee's belief that the boss will take meaningful action and will not harm him unilaterally.

The results of the interviews show that employees have trust in their superiors with different intensities. Employees judge their superiors on their integrity, competence, consistency, and openness to employees. There are positive and negative experiences experienced by employees towards their superiors which affect the level of employee trust in their superiors. This trust is formed from employees' daily interactions with superiors directly which results in positive experiences, such as when superiors are committed to showing concern for the welfare of employees, implementing policies fairly and honestly, and giving trust to every employee regardless of position status. In practice, trust in the employer functions as a kind of glue that unites the hearts and emotions of employees and their superiors. Trust in the employer will form cooperative behavior that can reduce the possibility of employee conflict with superiors. This conflict is generally caused by jealousy of employees towards colleagues because of injustice in a decision. According to Boakye et al. (2022); Bobbio et al. (2022) Employees tend to be more open, honest, trustworthy, and responsible, when they have high trust in their superiors. Employees will be more loyal and fully support the ideas that superiors have. Thus employees will be motivated to care about and work more on things that are needed by superiors for the progress of the company. This study aims to examine the effect of subjective well-being, knowledge management and trust in the employer on employee organizational citizenship behavior.

Literature Review

Subjective Well-Being (SWB)

Subjective well-being (SWB) is defined by Garma et al. (2011);Jasin et al. (2022) as an overall benefit in his life and work, as well as psychologically, physiologically and sociologically related to the satisfaction domain that is evaluated by a person. Meanwhile Ertürk et al. (2021); Garma et al. (2011) defines SWB as a view of life which includes emotional or affective which is often known as happiness, peace, full functioning, and life satisfaction and cognitive evaluation. SWB is also defined as an evaluation that focuses on an individual's subjective experience of satisfaction and happiness in his life by Jasin et al. (2022); Kim et al. (2014); Gore et al. (2014) SWB is an individual evaluation of his life which contains judgments about the positive and negative affections he has. According to Kim et al. (2014); Gore et al. (2014) SWB refers to the perception of experience about positive, negative and general emotional responses and evaluation of specific cognitive domains about satisfaction with life. According to Garma et al. (2011);Jasin et al. (2022) SWB is the result of an individual's cognitive evaluation which contains dimensions of life satisfaction and positive and negative affect about the life.

Organizational Citizenship Behavior (OCB)

According to Yurcu et al. (2015); Zeinabadi et al. (2011) defines OCB as the behavior of workers who do their work beyond the job description and provide benefits to the organization. While Shaban et al. (2022); Wong et al. (2006); Yurcu et al. (2015) defines OCB as behavior that is free, indirectly or even explicitly formally rewarded, and the effectiveness of organizational functions as a whole can be encouraged. According to Kusumajati (2014), OCB is voluntary behavior that goes beyond the worker's own duties such as being polite to others and helping co-workers, which has nothing to do with compensation and tends to benefit the organization. Suparjo et al. (2019);Shaban et al. (2022); Wong et al. (2006) also defines OCB as behavior that is not included in part of the employee's formal job description or behavior in which the employee is not formally rewarded. Meanwhile, according to Wong et al. (2006) OCB is also defined as a willingness to provide assistance to other employees who

experience work overload, willingness to change holiday schedules, always maintain a supportive and respectful attitude, and other positive attitudes.

Trust

The concept of trust has been defined as self-confidence and commitment without the perception of fear and doubt, a person believes that he will receive support and collaboration in solving problems when needed, without the influence of trust on Organizational Citizenship Behavior (OCB) there is an underlying ulterior motive and or thoughts negative on the part of others. According to Sadegh et al. (2018); Shafi et al. (2020) shows that the higher the consumer trust, the higher the perceived consumer satisfaction. Trust Dimensions According to Rossouw et al. (2020);Sadegh et al. (2018) there are five main dimensions that form the concept of trust, namely: 1. Integrity, is the belief that an individual or organization will do what has been promised to do and will act without contradiction. 2. Competence, which refers to individual qualifications, based on the skills and knowledge possessed by an individual. 3. Consistency, means that a person is reliable, has the ability to predict and overcome every problem 4. Loyalty, namely individual loyalty to the organization that is owned and has a strong desire to protect and look after each other in the organization. 5. Transparency means that individuals and organizations share ideas and information freely without hiding anything.

Knowledge Management

According to Hayat et al. (2020); Khiong (2022); Pawar et al. (2013); Rastogi et al. (2011);Roney et al. (2022) define Knowledge Management as a business activity that has two important aspects, namely (1) treating the knowledge component in business activities which is reflected in the strategy, policies, and various practices of the company as a whole; and (2) create a direct relationship between the company's intellectual assets, both explicit and tacit, to achieve company goals. According to Rastogi et al. (2011);Roney et al. (2022) defines Knowledge Management as a series of processes that regulate the creation, dissemination, and utilization of knowledge. Meanwhile, Rastogi et al. (2011);Roney et al. (2022) said that KM is an organizational management effort that focuses on continuous renewal of knowledge sources owned by the company, by designing a structure organization, facilitating organizational members, and utilizing information technology with an emphasis on teamwork and knowledge dissemination. While Garma et al. (2011);Jasin et al. (2022); Kim et al. (2014); Gore et al. (2014) argues that, Knowledge management is a strategic process, which implies the goal of differentiation from competitors such that a sustainable competitive advantage is forged.

Method

This research method is a quantitative survey method. Respondents in this study were Public Sector Governance Employees totaling 680 employees. The selection of research subjects was carried out nonprobability with purposive sampling technique because it was based on the characteristics determined by the researcher. This study uses a Likert model scale of 1-7 as the main instrument in obtaining empirical data from knowledge management, organizational citizenship behavior, subjective well-being, and trust in the employer. Data was obtained through distributing online questionnaires through social media. Data analysis uses structural equation modeling (SEM) with SmartPLS 3.0 software tools.

The research hypothesis is

H1: Subjective Well-Being (SWB) has a positive and significant effect on Organizational Citizenship Behavior (OCB)
H2: Knowledge Management (KM) has a positive and significant effect on Organizational Citizenship Behavior (OCB)

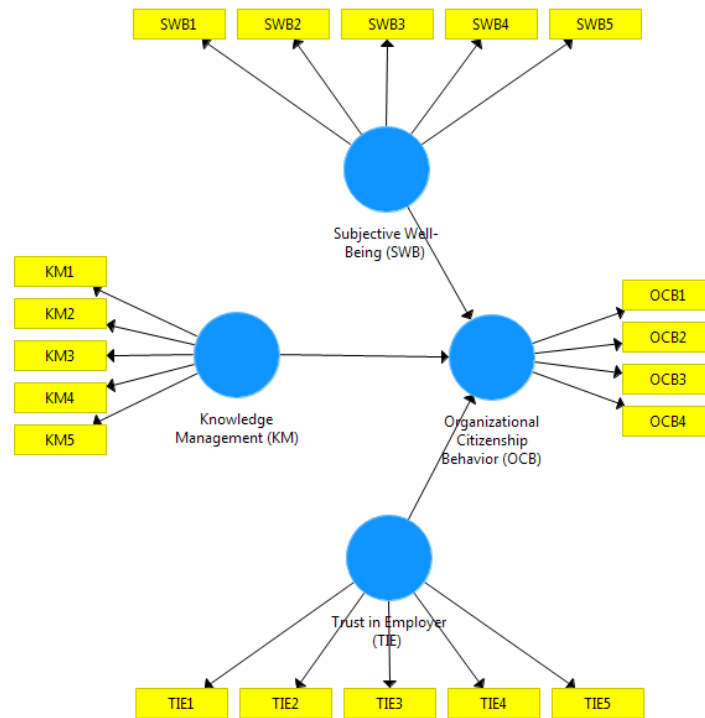**H3:** Trust in Employer (TIE) has a positive and significant effect on Organizational Citizenship Behavior (OCB)

Fig 1. *Research Model*

Result and Discussion

Convergent validity is used to measure the correlation between item scores and construct scores, the higher the correlation the better the validity of the data (Purwanto, 2021). Measurement can be categorized as having convergent validity if the value of the loading factor is > 0.7. Figure 2 shows that all loading factors have values > 0.7, so it can be concluded that all indicators have met the convergent validity criteria, because there are no indicators for all variables that have been eliminated from the model. A variable is said to meet construct reliability if it has a composite reliability value of > 0.7 and a crobanch alpha value of > 0.7 has a good level of reliability for a variable (Purwanto et al., 2021). Table 1 shows the results of the reliability test analysis using the SmartPLS tool which states that all composite reliability values are greater than 0.7, which means that all variables are reliable and meet the test criteria. Furthermore, the cronbanch's alpa value also shows that all cronbanch's alpa values are more than 0.6 and this shows the level of variable reliability that also meets the criteria.

Table 1. *Reliability Testing*

	Cronbach's Alpha	Composite Reliability	(AVE)
Subjective Well-Being (SWB	0.823	0.815	0.613
Knowledge Management (KM)	0.809	0.812	0.616
Trust in Employer (TIE)	0.816	0.954	0.715
Organizational Citizenship Behavior	0.887	0.918	0.716

After a research model is believed to be fit, a hypothesis test can be carried out. The next step is to test the hypotheses that have been built in this study. In this case, the bootstrapping method was carried out on the sample.
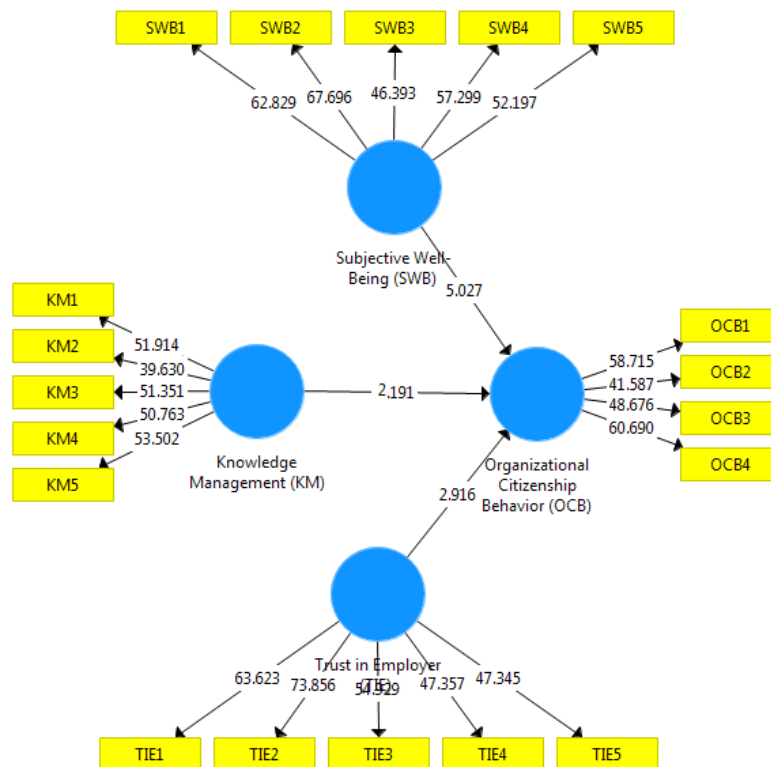
Fig 3. *Hypothesis Testing*

Testing with bootstrapping is intended to minimize the problem of abnormal research data. The final step of the test using the smart Pls application is a hypothesis test and is carried out by looking at the results of the bootstrapping value. This test is carried out by selecting the calculate menu and after that a menu option appears, then selecting bootstrapping.

Table 2. *Hypothesis Testing*

Hypothesis	T Statistics	P Values	Result
Subjective Well-Being (SWB) - Organizational Citizenship Behavior (OCB)	5.027	0.001	Supported
Knowledge Management (KM) - Organizational Citizenship Behavior (OCB)	2.292	0.002	Supported
Trust in Employer (TIE) - Organizational Citizenship Behavior (OCB)	2.916	0.004	Supported

Based on the hypothesis test, it was obtained that the t value was 5.027 > 1.96, so it was concluded that there was a positive and significant relationship. The results of the study show that subjective well-being affects organizational citizenship behavior, meaning that employees will display organizational citizenship behavior when employees feel happy and prosperous with what they feel and employees fully believe that what is ordered by their superiors is for their own good. Although it is still rare in the previous literature to examine the effect of subjective well-being on organizational citizenship behavior, from some of the existing literature, several previous researchers agreed with the findings that resulted that there was a positive influence between subjective well-being and organizational citizenship behavior. Employees feel obliged to engage in behavior that benefits the company on the basis of the positive treatment they have received while in the company. Employees who have high subjective well-being will contribute to other people and the organization, their behavior will

be strengthened because when they do good they will feel better and happier. According to Vizano et al. (2020); Rastogi et al. (2011);Roney et al. (2022)   The high positive emotion felt in the work environment is associated with better performance and higher organizational citizenship behavior. In addition to subjective well-being, the existence of employee trust in superiors is related to the attitude of no hesitation from an employee (subordinate) to his superior regarding the policies carried out by the superior. Tanjung et al. (2020); Yurcu et al. (2015); Zeinabadi et al. (2011) state that employees who have high trust in their superiors will tend to show constructive behavior at work. Employees want to listen to all directions from their superiors, help each other in carrying out their work, and regard their superiors as a role model for them in carrying out their work. In the end, trust in superiors encourages the emergence of organizational citizenship behavior among employees. According to Sunarsi et al. (2020); Suparjo et al. (2019);Shaban et al. (2022) the influence of employee trust can be represented in various ways, such as building quality positive relationships with colleagues and willingness to do extra tasks outside of routine work. According to social learning theory, employees behave according to the conditions of their work environment, thus when employees assess their superiors can be trusted, this will inspire employees to behave similarly or even respond by showing organizational citizenship behavior. It is proven that there is an increase in work involvement, employee commitment, effective performance, and the formation of prosocial behavior when superiors have a positive effect on their subordinates

Knowledge Management (KM) and Organizational Citizenship Behavior (OCB)

Based on the hypothesis test, it was obtained that the t value was 2.191 > 1.96, so it was concluded that there was a positive and significant relationship. Based on the results of hypothesis testing and regression analysis, it shows that the knowledge management variable has a significant influence on Organizational Citizenship Behavior (OCB) and the effect is positive. This means that there is a significant relationship from knowledge management to Organizational Citizenship Behavior (OCB), which means that any increase in knowledge management will increase Organizational Citizenship Behavior (OCB). The results of this study reinforce previous studies such as those conducted by Sadegh et al. (2018); Shafi et al. (2020) that knowledge management has an influence on Organizational Citizenship Behavior (OCB), especially on research objects carried out by previous studies.

Trust in Employer (TIE) and Organizational Citizenship Behavior (OCB)

Based on the hypothesis test, it was obtained that the t value was 2.916 > 1.96, so it was concluded that there was a positive and significant relationship. Trust has a positive effect on OCB statistically this hypothesis is accepted. Those who have trust will certainly do OCB well. The results of the study show that trust is the most important part for successful organizational interaction by involving all existing human resources, so that they can build working relationships of mutual trust with one another. Trust has a positive impact on increasing motivation, Organizational Citizenship Behavior (OCB), organizational commitment and job satisfaction. According to Cope et al. (2007); Chiu et al. (2015) OCB is self-willed behavior that is not part of formal work demands but the influence of trust encourages the effectiveness of organizational functions. OCB explains that added value to employees is a form of prosocial behavior, namely positive, constructive and meaningful social behavior. According to Boakye et al. (2022); Bobbio et al. (2022) OCB is used to identify the behavior of organizational members so that individuals can be called good members. This behavior is more likely to see someone as a social being, not as an individual being who is selfish.

Various studies on the effect of SWB on OCB have been carried out, one of which is the study by Jasin et al. (2022); Kim et al. (2014); Asbari et al. (2020) obtained the result that one of the most SWB aspects influencing an employee's OCB is a life satisfaction factor that

has a significant positive effect on OCB. On the scale of organizational citizenship behavior (OCBS) using several the feelings that workers usually feel on a daily basis when working are in accordance with the five aspects of OCB, namely altruism, courtesy, conscientiousness, civic virtue and sportsmanship. has the possibility of indicating a high or low level of life satisfaction. So it is possible that there is a relationship between satisfaction life and OCB. Logically, the relationship between employee life satisfaction and OCB can be interpreted as the higher the employee life satisfaction in an organization, the the higher the employee's OCB level. According to Azizah et al. (2020); Chidiret al. (2020);Jasin et al. (2022); Kim et al. (2014); Desky et al. (2020) Life satisfaction involves an individual's perception of his life when compared to the standards or criteria they have determined. Life satisfaction is an individual's evaluation of the quality of his life in terms of various aspects of his life. So that this development produces a hypothesis that life satisfaction has a positive effect on organizational citizenship behavior of employees

Conclusion

The results of the research hypothesis test are that Subjective Well-Being (SWB) has a positive and significant effect on Organizational Citizenship Behavior (OCB), Knowledge Management (KM) has a positive and significant effect on Organizational Citizenship Behavior (OCB), Trust in Employer (TIE) has a positive effect and significant to Organizational Citizenship Behavior (OCB). Subjective well-being and trust in the employer have a contribution to organizational citizenship behavior of employees. The importance of Public Sector Governance to try to pay attention to and create subjective well-being and trust in the employer will foster extra work behavior in employees who really support the company in increasing its productivity. Automotive companies can prioritize the trust in the employer factor because it makes a larger (dominant) contribution in influencing organizational citizenship behavior.The practical implication of the results of this research is that the public sector realizes the importance of creating subjective well-being and building employee trust in their superiors at work. Paying attention to employee happiness and satisfaction at work is one way to encourage employees to be willing to participate extra in various activities that have a positive contribution to the company. Especially with a positive relationship and trust between employees and superiors, employees will be increasingly motivated to work extra (more) to repay all the trust that has been given by the company. Thus subjective well-being and trust in the employer can be considered for Public Sector Governance as psychological factors that must be considered and grown in employees in carrying out their work activities because it will have an impact on increasing employee organizational citizenship behavior. The theoretical implication of this research is that it can become a source of reference for research related to organizational citizenship behavior of employees and also the results of this study support and are relevant to the results of previous studies.

References

Asbari, I. B., RudyPramono, A. P., DylmoonHidayat, A., VirzaUtamaAlamsyah, P. S., & MiyvFayzhall, M. (2020). The effect of work-family conflict on job satisfaction and performance: a study of Indonesian female employees. International Journal of Advanced Science and Technology, 29(3), 6724-6748.

Asbari, M., Wijayanti, L., Hyun, C. C., Purwanto, A., Santoso, P. B., Bernarto, I., & Fayzhall, M. (2020). The role of knowledge transfer and organizational learning to build innovation capability: Evidence from Indonesian automotive industry. International Journal of Control and Automation, 13(1), 319-333.

Asbari, I. B., RudyPramono, A. P., DylmoonHidayat, A., VirzaUtamaAlamsyah, P. S., & MiyvFayzhall, M. (2020). The effect of work-family conflict on job satisfaction and performance: a study of Indonesian female employees. International Journal of Advanced Science and Technology, 29(3), 6724-6748.

Azizaha, Y. N., Rijalb, M. K., Rumainurc, U. N. R., Pranajayae, S. A., Ngiuf, Z., Mufidg, A., ... & Maui, D. H. (2020). Transformational or transactional leadership style: which affects work satisfaction and performance of Islamic university lecturers during COVID-19 pandemic. Systematic Reviews in Pharmacy, 11(7), 577-588.

Boakye, A. N., Addai, P., Obuobiisa-Darko, T., & Okyere, I. (2022). Resilience and Organizational Citizenship Behavior (OCB): The Moderating Role of Leadership and Interpersonal Trust. SEISENSE Business Review, 2(1), 28-42.

Bobbio, A., Canova, L., & Manganelli, A. M. (2022). Organizational Work-Home Culture and its Relations with the Work–Family Interface and Employees' Subjective Well-being. Applied Research in Quality of Life, 1-34.

Bryson, A., Forth, J., & Stokes, L. (2017). Does employees' subjective well-being affect workplace performance?. Human relations, 70(8), 1017-1037.

Cope III, R. F., Cope, R. F., & Root, T. L. (2007). Effective project management: a knowledge management and organizational citizenship behavior approach. Journal of Business & Economics Research (JBER), 5(9).

Chiu, C. M., Huang, H. Y., Cheng, H. L., & Sun, P. C. (2015). Understanding online community citizenship behaviors through social support and social identity. International journal of information management, 35(4), 504-519.

Chidir, G., Fayzhall, M., Sopa, A., Mustikasiwi, A., Asbari, M., & Purwanto, A. (2020). The role of organizational commitment, organizational culture and mediator organizational citizenship behavior (OCB) on employees' performance: Evidence from Indonesian automotive industry. International Journal of Control and Automation, 13(2), 615-633.

Desky, H., Mukhtasar, M. I., Ariesa, Y., Dewi, I. B. M., Fahlevi, M., Nur, M. . & Purwanto, A. (2020). Did trilogy leadership style, organizational citizenship behaviour (OCB) and organizational commitment (OCO) influence financial performance? Evidence from pharmacy industries. Syst. Rev. Pharm, 11, 297-305.

Ertürk, R. (2021). The Relationship between School Administrators' Supportive Behaviors and Teachers' Job Satisfaction and Subjective Well-Being. International Journal of Contemporary Educational Research, 8(4), 184-195.

Garma, R., & Bove, L. L. (2011). Contributing to well-being: customer citizenship behaviors directed to service personnel. Journal of Strategic Marketing, 19(7), 633-649.

Jasin, M., & Firmansyah, A. (2022). Hospitals Remuneration System Fairness: How the Role of Organizational Citizenship Behaviour (OCB) and Subjective Well-being. Journal of Positive School Psychology, 7437-7445.

Kim, T. H., Lee, J. N., Chun, J. U., & Benbasat, I. (2014). Understanding the effect of knowledge management strategies on knowledge management performance: A contingency perspective. Information & management, 51(4), 398-416.

Gore, J. S., Davis, T., Spaeth, G., Bauer, A., Loveland, J. M., & Palmer, J. K. (2014). Subjective well-being predictors of academic citizenship behavior. Psychological Studies, 59(3), 299-308.

Hayat Bhatti, M., Akram, U., Hasnat Bhatti, M., Rasool, H., & Su, X. (2020). Unraveling the effects of ethical leadership on knowledge sharing: The mediating roles of subjective well-being and social media in the hotel industry. Sustainability, 12(20), 8333.

Khiong, K. (2022). Teachers Performance and Satisfaction of Medical School: How The Role of Knowledge Sharing, and Organizational Citizenship Behaviour (OCB)?. Journal of Industrial Engineering & Management Research, 3(6), 138-147.

Pawar, B. S. (2013). A proposed model of organizational behavior aspects for employee performance and well-being. Applied Research in Quality of Life, 8(3), 339-359.

Rastogi, R., & Garg, P. (2011). Organizational citizenship behavior: Towards psychological well-being of employees. International Journal of Arts & Sciences, 4(22), 13.

Roney, C., & Soicher, H. M. (2022). Work and well-being: collective and individual self-concept, job commitment, citizenship behavior, and autonomy as predictors of overall life satisfaction. The Journal of Social Psychology, 162(4), 423-434.

Robertson, J. L., & Barling, J. (2017). Toward a new measure of organizational environmental citizenship behavior. Journal of Business Research, 75, 57-66.

Rossouw, E. A., & Rothmann, S. (2020). Work beliefs, work-role fit, and well-being of judges in South Africa: Effects on intention to leave and organisational citizenship behaviour. Journal of Psychology in Africa, 30(4), 277-288.

Sadegh, T., Khani, R. M., & Modaresi, F. (2018). Introducing a model of relationship between knowledge sharing behavior and organizational citizenship behavior and positively orientated organizational behavior: A two-wave study. International Journal of Knowledge Management (IJKM), 14(3), 21-36.

Setyoko, P. I., & Kurniasih, D. (2022). The Role of perceived organizational support (POS), organizational virtuousness (OV) on performance and employee well-being (EWB) of non-profit organizations in the post-pandemic period. Journal of Pharmaceutical Negative Results, 1940-1944.

Shafi, M. Q., Rabbani, S., Alam, R. M., & Gul, S. (2020). Servant Leadership: Impact on Organizational Citizenship Behavior and Knowledge Sharing Behavior. Journal of Southwest Jiaotong University, 55(4).

Sharma, G., & Tolani, B. (2015). Subjective well-being for employees in an organization. Indian Journal of Health and Wellbeing, 6(5), 529.

Suparjo, S., & Sunarsih, E. S. (2019). Mediating Role of Affective Commitment among Subjective well-being, Leadership Style and Organizational Citizenship Behavior. Equilibrium: Jurnal Ekonomi Syariah, 7(2), 295.

Shaban, S. H., Mokhtar, M. Y. O., Adawiyah, N., Radzi, A., Saat, R., & Meerangani, K. A. (2022). Psychological Well-Being with Organizational Citizenship Behavior among Sra Teachers: A Concept Paper. International Journal of Academic Research in Business and Social Sciences, 12(9), 695-702.

Tanjung, B. N., Rahman, Y., Suryana, A. T., Sumar, W. T., Mufid, A., & Purwanto, A. (2020). The Influence of Transformational Leadership, Job Satisfaction and Organizational Citizenship Behavior on the Performance of Islamic School Teachers. Systematic Reviews in Pharmacy, 11(7).

Sunarsi, D., Rohaeni, N., Wulansari, R., Andriani, J., Muslimat, A., Rialmi, Z., ... & Fahlevi, M. (2020). Effect of e-leadership style, organizational commitment and service quality towards indonesian school performance. Systematic Reviews in Pharmacy, 11(10), 472-481.

Vizano, N. A., Utami, W., Johanes, S., Herawati, A., Aima, H., Sutawijaya, A. H., ... & Elmi, F. (2020). Effect of Career, Organizational Commitment on Turnover Intention through Mediation of Organizational Culture: Evidence from Indonesian Companies. Systematic Reviews in Pharmacy, 11(9).

Wahyuningrat, PI Setyoko, D Kurniasih, AS Saputra,(2022). The Effect of Emotional Intelligence, Organizational Commitment and Perceived Organizational Support (POS) on Organizational Citizenship Behavior(OCB) of Government staff,Res Militaris 12 (2), 7184 - 7195

Wong, Y. T., Ngo, H. Y., & Wong, C. S. (2006). Perceived organizational justice, trust, and OCB: A study of Chinese workers in joint ventures and state-owned enterprises. Journal of World Business, 41(4), 344-355.

Yurcu, G., Çolakoğlu, Ü, & Atay, H. (2015). The effect of organizational citizenship behavior on subjective well-being. International Journal of Business and Social Science, 68(1), 120-130.

Zeinabadi, H., & Salehi, K. (2011). Role of procedural justice, trust, job satisfaction, and organizational commitment in Organizational Citizenship Behavior (OCB) of teachers: Proposing a modified social exchange model. Procedia-Social and Behavioral Sciences, 29, 1472-1481.