

Mediation of Islamic Job Satisfaction on Organizational Determinants and Consequences Citizenship Behavior Evidence From Sharia Bank Medan

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ABSTRACT

Study This aims to test and analyze the influence of *Quality Of Work Life* and *Perceived Organizational Support* on *Organizational Citizenship Behavior* mediated by *Job Satisfaction* in a manner direct nor in a manner No direct. The approach used in the study This is the approach causal. Population in study This is a whole employee Indonesian Sharia Bank Medan City. Sample in study This use the formula slovin totaling 74 employees at Indonesian Sharia Bank Medan City. Deep data collection techniques study This uses technique documentation, observation, and questionnaire. Deep data analysis techniques study This use approach quantitative use analysis statistics using analysis test Outer Model, Inner Model Analysis, and Hypothesis Testing. Deep data processing study This using the PLS (*Partial Leasre*) software program. Research results This show that in a manner direct *Quality Of Work Life*, *Perceived Organizational Support* and *Job Satisfaction* have an effect significant to *Organization Citizenship Behavior*, *Quality Of Work Life*, *Perceived Organizational Support* influential significant to *Job Satisfaction*, in a No direct *Quality Of Work Life* and *Perceived Organizational Support* influential significant to *Organizational Citizenship Behavior* mediated by *Job Satisfaction* at Bank Syariah Indonesia in the city of Medan. For increased behavior ocb and satisfaction Work employees as well as support organization Indonesian Islamic bank employees in the city of Medan. Originality/value as far as the author know Still there is difference results in research conducted by researchers other

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Introduction

Key success organization is How member organization can give contribution positive on achievement objective organization. Organization need willing member do more from just task normal and give exceeded performance hope. In a dynamic world of work like Now this, at the moment task the more often done in team, organization be in great need capable member displays role extra (Helmy, 2016)

Speak about success organization, always related with culture inside behavior organization That alone. *Organizational citizenship behavior* (OCB) is behavior positive member organization. Behavior positive reflected to in form willingness For work and contribute to organization (Jufrizen et al., 2017) . Centered *Organizational Citizenship Behavior* (OCB). to behavior each the executing individual exceeding the task from description it works. OCB is behavior excess employees roles that are required, those that are not in a manner direct or explicit recognized by the formal reward system (Jufrizen & Nasution, 2021).

Behavior role extra or also known as *Organizational Citizenship Behavior* (OCB) is contribution exceeding individual demands role on the spot work. this OCB involve a number of perpetrator covers behavior help others, be *volunteers* For tasks extra, comply to the rules and procedures in place Work (Bahri et al., 2018) . OCB is behavior behavior discretionary basis explicit or in a manner No direct recognized by the formal system, and on a regular basis aggregate function with effective and efficient in A organization. OCB also describes form behavior prosocial consisting from behavior social positive, constructive and meaningful help. Inside organization that has complexity task and environment, much needed role extra " *extra role* " employees in carry out his job, no only " *in-role* " role. Someone who has high OCB level will own loyalty and devotion to the organization (Jufrizen et al., 2020) .

Quality life Work play an important role in shaping OCB. Menurt (Pruijt, 2003) stated that connection between Quality Life Work and Performance in general positive. Quality of work life (QWL) is a process that responds to the needs of employees by developing a mechanism that give full opportunity to employees in making decisions and planning their work life (Hariandja, 2007)

Based on results study previously carried out by (Libertya & Azzuhri, 2015) and (Suriyana et al., 2020) conclude that *Quality Of Work Life* matters significant to performance *Organizational Citizenship Behavior*.

Besides That important for organization know possible factor affect employee OCB behavior, one of them through perception support organization or *perceived organizational support* (POS). *Perceived organizational support* (POS) or perception support organization is perception employee to organization about the extent of the organization value contribution and care about well-being them. Organization generally give forms support useful positive for employee. Support provided the capable raises perception employee to organization. Employee with high POS rate more maximum give performance, (Ariarni & Afrianty, 2017).

Support perceived organization employee reflect feeling the deepest about attention and emphasis organization. Employee with a sense of support organization feel that in situation Where they need support Work or life, organization willing help ; employee in a manner personal feel respected, cared for, and recognized, and in turn show enhancement Work same, identification, diligent performance rewards, and reciprocity among workers, (Defronaldo & Rivai, 2019).

Perceived Organizational Support (Perception Support Organization) refers to perception employee about the extent of the organization evaluate contribution and care about their welfare them. If employee consider that support accepted organization high, then employee the will unite membership as member organization to in identity self them and then develop more relationships and perceptions positive to organization the. Support organization to employee can showed with way, ie justice For employees, support from Supervisor to well-being employees, awards from organization to employees and conditions environment comfortable and safe work for employees (Mursidta, 2017).

Based on study previously carried out by (Sutanto & Setiawan, 2018) and (Wavedi, 2020) the results study This show that *perceived organizational support* (POS) has influence to *organizational citizenship behavior* (OCB)

Next are the influencing factors performance employee is satisfaction work, where feeling employees satisfaction work too increase performance. Satisfaction Work is form reactions felt by employees in order to be able to become the attention of the leaders in company, because satisfaction Work is behavior nice work from side positive emotional on evaluation work done by the company, satisfaction Work determined by the difference between everything you feel employee on work, (Ritawati, 2013), employees who have satisfaction Work tend will have positive feelings and thoughts to work done, and vice versa If employee feel No satisfied with what was done so will think negatively (negative thinking) towards work done (Nasution, 2017).

Satisfaction work basically is something individual, because every individual own level different satisfactions in accordance with system values that apply to him. Satisfaction Work is descriptive evaluation somebody on feeling attitude like or No happy, satisfied or No satisfied in work. Satisfaction Work employee is something necessary phenomenon watched by the leadership organization. Satisfaction Work employee relate tight with performance employee. Someone who is satisfied will own motivation, commitment to the organization and participation high work, which in the end will Keep going repair performance them. Vice versa performance high official will influence Satisfaction it works. Satisfaction Work will relate attachment employees at the organization. If satisfaction Work No awake big possibility result in height go out enter (*turn over*) employees from organization. Besides that is, dissatisfaction employee can identified from the lace productivity employee, height absence in work, and low commitment organization, (Jufrizen, 2017).

Research results This supported by the results of previous research conducted by (Dewi & Sudibya, 2016) and (Rahman, 2014) who found that satisfaction Work have influence positive to *organizational citizenship behavior*

This research has an important meaning because it is about performance that is needed by organizations and has received much attention from many researchers. This study seeks to find common ground for research gaps by including satisfaction in mediating *Perceived Organizational Support and Quality of Work Life* on *Organizational Citizenship Behavior*, in which previous studies found differences.

Literature Review

Quality of Work Life is a program that includes method For increase quality life with create more employees Good (Nawawi, 2010) . The more both QWL are there in organization will make high performance.

this caused Because exists repair climate capable work make encouragement big for employee power education in increase Work The same employee.

QWL as perception employee about mental and physical well-being when work. QWL as every activity in framework repairs that occur on every level in something organization For increase effectiveness more organization big through enhancement dignity and growth human. If *Quality of Work Life* (QWL) is running in a manner effective, then matter This will push created and implemented Employee *Organizational Citizenship Behavior* (OCB) (Ardila, Hulmansyah, Huda, 2018)

Based on results study previously carried out by (Libertya & Azzuhri, 2015) and (Suriyana et al., 2020) conclude that *Quality Of Work Life* matters significant to performance *Organizational Citizenship Behavior*.

H1 : *Quality Of Work Life* Berpengaruh Terhadap *Organization Citizenship Behavior*

Organization must more focus in build perception and support organization For increase performance its employees, employees who feel get support from organization will more ambitious For do duties and responsibilities he answered (Rismanto, 2020).

Attention organization to employee is reason important for employee For still stay in the organization and contribute to the organization. Support organization will make employee own strong desire in contribute to organization. If employee feel support provided by the organization will possible employee the leave organization. Because employees will contribute more Lots moment they feel they supported by the organization them, and vice versa No No exists support organization, employees will do your best For moved to organization other. Even they No will show business anything and be more productive For the organization, (Song & Yang, 2020).

Perceived Organizational Support (Perception Support Organization) refers to perception employee about the extent of the organization evaluate contribution and care about their welfare them. If employee consider that support accepted organization high, then employee the will unite membership as member organization to in identity self them and then develop more relationships and perceptions positive to organization the. Support organization to employee can showed with way, ie justice For employees, support from Supervisor to well-being employees, awards from organization to employees and conditions environment comfortable and safe work for employees (Mursidta, 2017).

Perception support organization will create a deep feeling self employee namely a sense of attachment and mutuality own between company with his employees. A sense of attachment from a employee Can influence level performance. because that, if a employee have a sense of attachment to work will make it easy For reach vision company of course, one chance This rated has can give convenience something company in the achievement something fundamental goals from company the or who have planned, (Prasetyo & Frianto, 2020).

Based on study previously carried out by (Sutanto & Setiawan, 2018) and (Wavedi, 2020) the results study This show that *perceived organizational support* (POS) has influence to *organizational citizenship behavior* (OCB).

H2 : *Perceived Organizational Support* Influential T on *Organization Citizenship Behavior*

Employee job satisfaction can be seen not only when doing work, but also related to other aspects such as interactions with colleagues, superiors, following rules, and the work environment. Job satisfaction is a pleasant or unpleasant emotional state for employees towards their work. Job satisfaction reflects a person's feelings towards his work which can be seen from the attitude of employees towards work and everything in the work environment. (Rosmaini & Tanjung, 2019)

If employees are satisfied, the level of awareness to help colleagues or do work outside of obligations will be higher, this proves that job satisfaction has a positive effect on OCB (Zeinabadi, 2010) .

Research results This supported by the results of previous research conducted by (Dewi & Sudibya, 2016) and (Rahman, 201 4) who found that satisfaction Work have influence positive to *organizational citizenship behavior*.

H3: *Influent Job Satisfaction* towards *Organizational Citizenship Behavior*

Quality of work life as a process where organization respond to need employee with develop mechanism with involve they in designing life Work or with definition else, is condition enjoyable work that supports and enhances satisfaction employee with provide rewards, security work, as well chance For growing.

The more Good Accepted *quality of work life* employee in Work so will the more increase satisfaction Work employees, in other words superiors employee open to ideas / ideas given by employees, then employee satisfied with settlement problem or the conflict that took place party company, as well superior Already do communication in a manner open within the limits of authority and responsibility answer, and communication between colleague Work Already effective, all at once means Occupational Safety and Health

(K3) in the company in accordance standards and employees protected with exists means Occupational Safety and Health (K3) in the company is influencing satisfaction Work employee in work.

Results of research conducted by (Yasnita & Fitri, 2019) and (Prasetyawati & Kusnudi, 2016) conclude that *Quality Of Work Life* matters significant to satisfaction work.

H4: Influence *Quality Of Work Life* Against *Job Satisfaction*

In relation to providing welfare to employees, organizations can pay attention and care for the performance and working conditions of employees so that employees will feel the support provided by the organization and feel that the organization cares for them. This will then lead to positive feelings towards the organization so that employees will work better. So that in order to form job satisfaction for employees, organizational support is needed by paying attention to the aspects that form employee job satisfaction (Sari, 2019).

Perceived organizational support and job satisfaction have a very strong relationship. Employees who feel the organization's support in a positive direction will lead to the belief that the organization cares about their well-being while working. So that employees will feel satisfied with the work and the organization that shelters it. If employees feel job satisfaction, then employees can contribute more to work and the organization in return for getting good and satisfying treatment from the organization (Prasetio et al., 2017).

Employees who feel cared for and treated well by the company will show a positive attitude towards their work as a form of perceived job satisfaction. Perceptions of organizational support arise as a result of good treatment from the company towards employees so that job satisfaction is formed in employees as a manifestation of the perception that their work can fulfill things that are considered important for employees, (Sholikhah & Mulyana, 2022).

Employee perceptions of the work done and the way the organization fulfills things that are considered important in work will result in job satisfaction. Evidenced by the existence of a positive attitude towards the work done by employees and towards the agency that houses them. Job satisfaction is a level of how much a person likes his job. This shows that job satisfaction also involves a person's emotions on things that exist in his work and creates pleasant or satisfying feelings. Employees who feel satisfied with their work and organization will have increased work performance, lower employee turnover and absenteeism rates, and can make employees more loyal to their jobs and company, (Luthans et al., 2021).

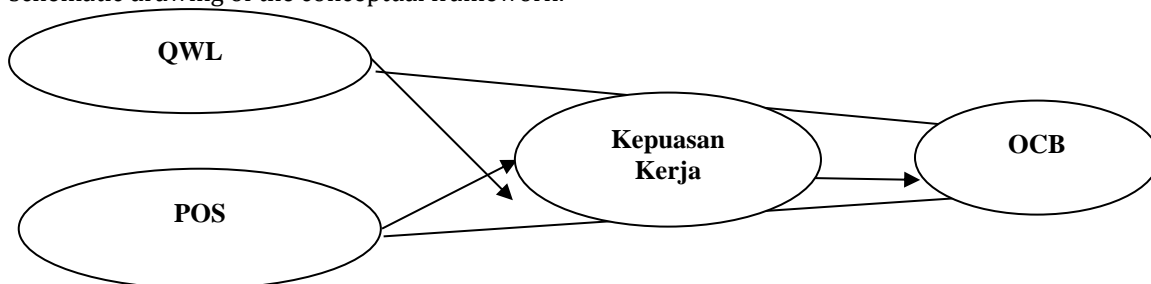
Based on study previously carried out by (Sholikhah & Mulyana, 2022) and (Sari, 2019) concluded that perception support organization influential caught satisfaction work.

H5: *Perceived Organizational Support* Influential To *Job Satisfaction*

H6: *Quality Of Work Life* Influences To *Organizational Citizenship Behavior* Mediated By *Job Satisfaction*

H7: *Perceived Organizational Support* Influential To *Organizational Citizenship Behavior* Mediated By *Job Satisfaction*

From the description of the conceptual framework, the authors draw a conceptual framework so that the influence of each independent variable on the dependent variable can be clearer. The following is a schematic drawing of the conceptual framework:



Method

The research approach used by the author is an associative research approach. The associative approach is research conducted to combine two or more variables in order to determine the effect of one variable on another (Juliandi et al., 2015). This study also uses a quantitative approach that describes and summarizes various conditions, situations and variables. Data analysis is quantitative/statistical in nature with the aim of testing the established hypotheses. The population in this study were all employees of Bank Syariah Indonesia in the city of Medan. The sample size is obtained by using the formula sample slovin as many as 74 people. Data collection techniques used include: Interviews with related parties conducted directly with respondents

and related parties who have information about research objects and variables. List of questions / questionnaires, which are given to students. Documentation studies, which are conducted to tabulate data in written documents related to research objects and variables. The data analysis method used is *partial least square – structural inquiry model* (PLSSEM) in the model and hypothesis study.

Results And Discussion

Outer Model Analysis

Convergent Validity

Item reliability

Following is mark *reliability items* that can look at the column *standardized loading*:

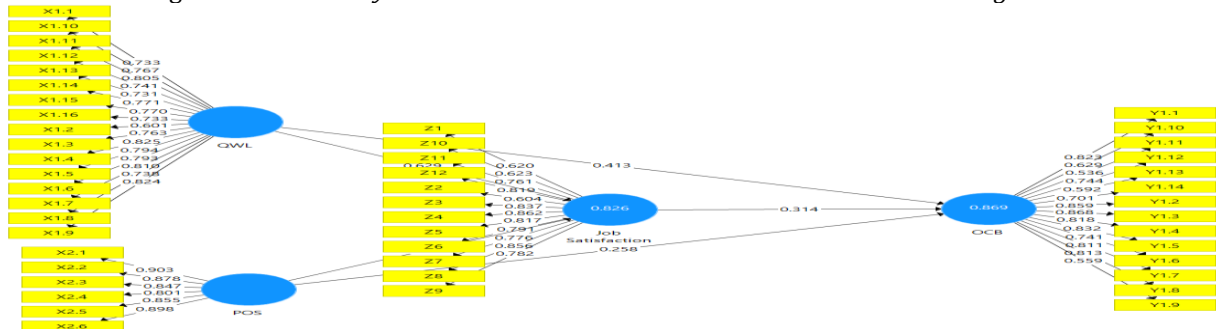


Figure 1 Standardized Loading Factor Inner and Outer Model

From the image above can seen that all loading is worth more from 0.5 up to No need set aside. With thus, each indicator been valid for explain each latent variable that is *Quality Of Worklife, Perceived Organizational Support, Organizational Citizenship Behavior, Job Satisfaction*.

Composite Reliability

With measurement the if achieved value is > 0.60 then can said that construct the own high reliability.

Table 1 Composite Reliability Results

	Cronbach's Alpha
Job Satisfaction	0.935
OCB	0.936
POST	0.932
QWL	0.952

Source : 2022 Data Processing Results

Based on table 1 above showing that mark *composite reliability* For *Job Satisfaction* as big 0.935 ; *Organizational Citizenship Behavior* as big 0.936 ; *Perceived Organizational Support* as big 0.932 ; *Quality Of Worklife* as big 0.952. The four latent gains mark *cronbach's alpha* above 0.6 so can said whole factor own reliability or good reliability as tool measure.

Table 2 Results of Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Job Satisfaction	0.589
OCB	0.556
POST	0.747
QWL	0.584

Source : 2022 Data Processing Results

Based on table 2 above showing that AVE value for For *Job Satisfaction* as big 0.589 ; *Organizational Citizenship Behavior* as big 0.556 ; *Perceived Organizational Support* as big 0.747 ; *Quality Of Worklife* as big 0.584. fourth variable have AVE located above 0.5 so contract own good *convergent validity* Where latent variable can explain average more from half *variance* of the indicators.

Discriminant Validity

Following is mark *discriminant validity* for each indicator.

Table 3 Discriminant Validity

	Job Satisfaction	OCB	POST	QWL
X1.1	0.712	0.716	0.589	0.733
X1.10	0.712	0.658	0.658	0.767
X1.11	0.742	0.693	0.666	0.805
X1.12	0.610	0.612	0.564	0.741
X1.13	0.664	0.705	0.521	0.731
X1.14	0.595	0.684	0.604	0.771
X1.15	0.667	0.648	0.526	0.770
X1.16	0.685	0.692	0.625	0.733
X1.2	0.461	0.517	0.497	0.601
X1.3	0.608	0.676	0.596	0.763
X1.4	0.762	0.775	0.564	0.825
X1.5	0.665	0.716	0.582	0.794
X1.6	0.717	0.819	0.717	0.793
X1.7	0.782	0.692	0.767	0.810
X1.8	0.623	0.612	0.533	0.738
X1.9	0.761	0.690	0.657	0.824
X2.1	0.720	0.782	0.903	0.757
X2.2	0.704	0.689	0.878	0.690
X2.3	0.742	0.722	0.847	0.721
X2.4	0.673	0.682	0.801	0.589
X2.5	0.684	0.706	0.855	0.648
X2.6	0.746	0.792	0.898	0.703
Y1.1	0.699	0.823	0.735	0.755
Y1.10	0.507	0.629	0.490	0.512
Y1.11	0.385	0.536	0.400	0.366
Y1.12	0.622	0.744	0.496	0.600
Y1.13	0.526	0.592	0.590	0.690
Y1.14	0.595	0.701	0.471	0.579
Y1.2	0.785	0.859	0.766	0.774
Y1.3	0.847	0.868	0.766	0.789
Y1.4	0.778	0.818	0.670	0.802
Y1.5	0.775	0.832	0.751	0.786
Y1.6	0.723	0.741	0.699	0.617
Y1.7	0.676	0.811	0.675	0.722
Y1.8	0.728	0.813	0.657	0.737
Y1.9	0.478	0.559	0.478	0.412
Z1	0.620	0.553	0.506	0.469
Z10	0.623	0.612	0.533	0.738
Z11	0.761	0.690	0.657	0.824
Z12	0.819	0.734	0.668	0.645
Z2	0.604	0.539	0.429	0.578
Z3	0.837	0.738	0.635	0.679
Z4	0.862	0.789	0.724	0.746
Z5	0.817	0.698	0.661	0.695
Z6	0.791	0.706	0.649	0.633
Z7	0.776	0.674	0.611	0.589
Z8	0.856	0.746	0.671	0.687
Z9	0.782	0.692	0.767	0.810

Source : 2022 Data Processing Results

Based on table 3 above showing that mark *discriminant validity* or *loading factor* for each variable own more correlation tall with the variables compared to with variable other. Likewise with indicators each the variables. This show that placement indicator on each the variables has right.

Inner Model Analysis

Based on the data processing that has been done using the smartPLS 3.0 program, the *R-Square value is obtained* which can be seen in the following figure and table:

Table 4 Results of R²

	R Square	Adjusted R Square
Job Satisfaction	0.826	0.821
OCB	0.869	0.863

Source : 2022 Data Processing Results

From the table above 4 is known that the effect of X1, X2 and Z on Y with the r-square value of 0.869 indicates that variation capable Y value explained by variations the value of X1, X2 and Z is 86.9% or in other words that the model is substantial (good), and 13.1% is influenced by variables other. Furthermore the effect of X1 and X2 on Z with the r-square value of 0.826 indicates that variation capable Z value explained by variations the value of X1 and X2 is 82.6% or in other words that the model is substantial (good), and 17.4% influenced by variables other.

Testing hypothesis

Based on data processing that has been done with using the smartPLS 3.0 program, fig The results of the direct and indirect influence hypothesis test can be seen in the following *path coefficient image*:

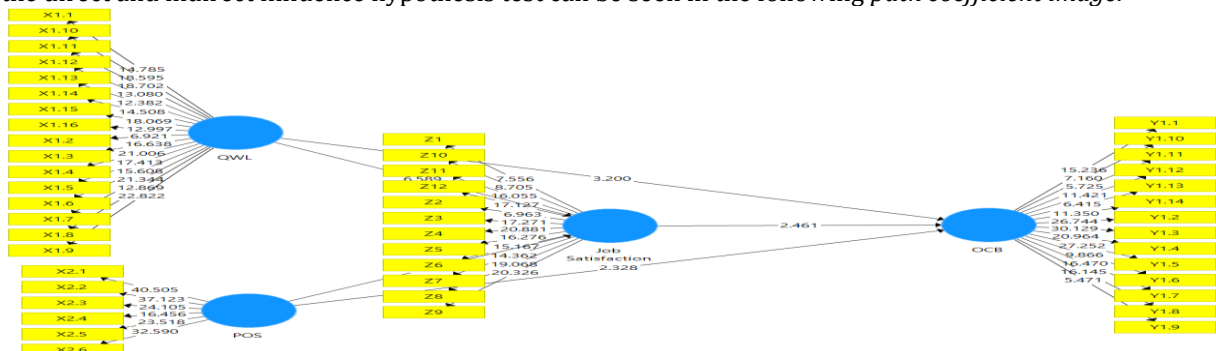


Figure 2 Path Coefficient

Testing hypothesis Influence Direct

The results of the direct influence hypothesis test can be seen in the following *path coefficient table*:

Table 5 Path Coefficient

	Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction -> OCB	0.314	0.127	2,461	0.014
POS -> Job Satisfaction	0.325	0.098	3.306	0.001
POS -> OCB	0.258	0.111	2,328	0.020
QWL -> Job Satisfaction	0.629	0.096	6,589	0.000
QWL -> OCB	0.413	0.129	3,200	0.001

Source : 2022 Data Processing Results

Based on Table 5, got stated that testing hypothesis is as following :

1. The effect of *Quality of Work Life* on *Organizational Citizenship Behavior* has a path coefficient of 0.413. This influence has a probability value (p-value) of 0.001 < 0.05, meaning that *Quality of Work Life* has a significant effect on *Organizational Citizenship Behavior* at Bank Syariah Indonesia Medan City. With increasing quality life Work employee so behavior owned ocb employee will the more increase.
2. The effect of *Quality of Work Life* on *Job Satisfaction* has a path coefficient of 0.629. This influence has a probability value (p-value) of 0.000 < 0.05, meaning that *the Quality of Work Life* has a significant effect on *Job Satisfaction* at Bank Syariah Indonesia, Medan City. With increasing quality life Work employee so satisfaction Work employee will the more increase.
3. The Effect of *Job Satisfaction* on *Organizational Citizenship Behavior* has a path coefficient of 0.314. This influence has a probability value (p-values) of 0.014 < 0.05, meaning that *Job Satisfaction* has a significant effect on *Organizational Citizenship Behavior* at Bank Syariah Indonesia, Medan City. With increasing satisfaction Work employee so behavior ocb owned by employees will the more increase.

4. The effect of *Perceived Organizational Support* on *Organization Citizenship Behavior* has a path coefficient of 0.258. This influence has a probability value (p-value) of 0.020 < 0.05, meaning that *Perceived Organizational Support* has a significant effect on *Organizational Citizenship Behavior* at Bank Syariah Indonesia Medan City. With increasing perception support organization employee so behavior owned ocb employee will the more increase.
5. The effect of *Perceived Organizational Support* on *Job Satisfaction* has a path coefficient of 0.325. This influence has a probability value (p-value) of 0.001 < 0.05, meaning that *Perceived Organizational Support* has a significant effect on *Job Satisfaction* at Bank Syariah Indonesia, Medan City. With increasing perception support organization employee so satisfaction Work employee will the more increase.

Testing kindly No Direct

As for influence No direct between variable free and variable bound by research This can put forward is as following :

Tabel 6 Specific Indirect Effects

	Sampel Asli (O)	Standar Deviasi (STDEV)	T Statistik (O/STDEV)	P Values
POS -> Job Satisfaction -> OCB	0.102	0.047	2.167	0.031
QWL -> Job Satisfaction -> OCB	0.197	0.091	2.162	0.031

Sumber : PLS 3.00

Based on Table 6 above, got stated that testing hypothesis is as following :

1. Effect of *Quality of Work Life* on *Organizational Citizenship Behavior* mediated by *Job Satisfaction* has a path coefficient of 0.102. This influence has a probability value (p-value) of 0.031 < 0.05, meaning *Quality of Work Life* influential significant towards *Organizational Citizenship Behavior* mediated by *Job Satisfaction* at Bank Syariah Indonesia, Medan City. Where to increase it quality life Work employee so satisfaction Work employee will the more increases, thus so behavior ocb employee will the more increase.
2. The Effect of *Perceived Organizational Support* on *Organizational Citizenship Behavior* mediated by *Job Satisfaction* has a path coefficient of 0.197. This influence has a probability value (p-value) of 0.031 < 0.05, meaning *Perceived Organizational Support* influential significant towards *Organizational Citizenship Behavior* mediated by *Job Satisfaction* at Bank Syariah Indonesia, Medan City. Where to increase it perception support organization Work employee so satisfaction Work employee will the more increases, thus so behavior ocb employee will the more increase.

Conclusion

Based on results research and discussion that has been put forward previously so can taken conclusion are 1) *Quality of Work Life* significant influential to *Organization Citizenship Behavior*, 2) *Perceived Organizational Support* influential significant to *Organization Citizenship Behavior*, 3) *Job Satisfaction* influential significant to *Organization Citizenship Behavior*, 4) *Quality of Work Life* influential significant to *Job Satisfaction*, 5) *Perceived Organizational Support* influential significant to *Job Satisfaction*, 6) *Quality of Work Life* influential significant to *Organizational Citizenship Behavior* mediated by *Job Satisfaction*, 7) *Perceived Organizational Support* influential significant to *Organizational Citizenship Behavior* mediated by *Job Satisfaction* at Medan City Sharia Bank. Limitations study This only examine the influencing factors *Organizational Citizenship Behavior* use three independent and only variables part existing Indonesian Islamic bank employees in the city of Medan. Study furthermore can add independent variables that affect *Organizational Citizenship Behavior* and study How behavior *Organizational Citizenship Behavior* employees at Indonesian Islamic banks in Medan city as well researching whole employee of the Indonesian sharia bank in the city of Medan. Implications academic and management based on The results of this research empires are expected can made as reference in increase behavior ocb and satisfaction Work employee

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