



The influence of job embeddedness and organizational commitment on organizational citizenship behavior in BULOG

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ARTICLE INFO

Article history:

Received Jun 22, 2024

Revised Jun 23, 2024

Accepted Jun 30, 2024

Keywords:

BULOG;
Job Embeddedness;
Organizational Citizenship
Behavior;
Person Organization Fit (PO FIT).

ABSTRACT

Job embeddedness means employee engagement in an organization through social networks, namely trust and cohesion. Embeddedness are all factors that involve employees in their work, this can happen if there is a match between work values and individual values and community values with individual values. Organizational commitment is an individual's loyalty to the organization. Those who have high commitment tend to persist more and have lower absenteeism than those who have low commitment. Organizational Citizenship Behavior (OCB) is part of the science of organizational behavior, OCB is a form of work behavior that is usually not visible or taken into account. BULOG is a state-owned public company engaged in food logistics. The company's business scope includes logistics/warehousing business, surveying and eradicating pests, providing plastic sacks, transportation business, food commodity trading and retail business. Based on the results of the analysis and discussion, this research uses Path Diagrams and Hypothesis Testing with the Partial Least Squares (PLS) method using the SmartPLS 3.0 program. Based on this conclusion, Based on these results, it can be said that job embeddedness and organizational commitment have a significant effect on organizational citizenship behavior in BULOG employees

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1. INTRODUCTION

Job embeddedness is a totality of employees who are influenced psychologically, socially and financially from the organization and community which influences the individual's choice to stay or leave their job. Embeddedness are all factors that involve employees in their work, this can happen if there is a match between work values and individual values and community values with individual values. Measuring job embeddedness is divided into 3 aspects, namely: fit, link, and sacrifice (Devi, 2018).

Organizational commitment is an individual's loyalty to the organization. Those who have high commitment tend to persist more and have lower absenteeism than those who have low commitment. Three forms of organizational commitment are: affective commitment, emotional feelings for the organization and belief in its values, continuance commitment, normative commitment (Yusuf & Syarif, 2018).

OCB is employee behavior when carrying out work outside of the job description that has been given voluntarily and without coercion. This behavior is an initiative of the employee without

expecting anything in return. This positive behavior is outside the employee's formal responsibilities and is carried out in significant structures on an ongoing basis. This OCB is not mandatory, therefore when employees do not carry out OCB then the employee will not be punished at work (Wirandika & Siswati, 2022).

BULOG (*Badan Urusan Logistik*) is a state-owned public company engaged in food logistics. The company's business scope includes logistics/warehousing business, surveying and eradicating pests, providing plastic sacks, transportation business, food commodity trading and retail business. There are values in the BULOG company, namely Quality, where the company and all levels of management and employees agree to be oriented towards the quality of products and services to the people (consumers) in accordance with the vision and mission, Integrity, where personal integrity, management and organization reflect consistency between principles and behavior, Team Work where all work units and employees move focused and totally integrated in order to achieve the company's vision and mission, Innovative where the ability to think and develop the values of creativity and innovation in work, Responsive where the company's ability to make decisions and make efforts - preventive and curative efforts in dealing with any changes in the strategic environment. At the individual level, this valueRice inventory management is carried out by knowing the rice procurement flow, rice procurement channels, rice procurement, rice quality maintenance, and rice production. Continuous rice availability is an indicator of the success of rice inventory management at Perum BULOG.

According to research (Saragih & Mardhiyah, 2023) regarding employees who behave OCB is certainly an asset that can support the company's prospects. OCB behavior must be maintained and fostered by the company with the presence of a reward system. The creation of a pleasant organization and environment also attracts employees to have job embeddedness, which gives them the opportunity to survive and play a role in the company. Shows that rewards and job embeddedness have a positive and significant effect on OCB.

Meanwhile in research (Kurniawan, 2022) about the influence of leadership and organizational commitment on OCB. Leadership and Organizational Commitment simultaneously have a positive and significant effect on the OCB variable. Organizational commitment has a significant effect on OCB. This means that the better the organizational commitment, the better the performance which will influence OCB and this will have a very good impact on the agency. Leadership has a significant effect on OCB. This means that the better the leadership you have, the better the OCB will be.

According to Putri & Utami, OCB is a term for employees who provide added value to the work they are assigned and added value to the company, and the success of an organization is also supported by the behavior of members in an organization or company, and this has a positive correlation with work engagement. is a positive individual state that can be characterized by enthusiasm, dedication and appreciation for work, and organizational commitment is an attitude of employee loyalty to the organization. Even have the desire to always be in the organization without leaving it for various reasons

In Kurniati's research on the performance of Bulog employees, it was concluded that the performance of Bulog employees had a big influence on discipline. Starting from his discipline in arriving, the work he does, to the time it takes to complete it. So Kurniawati's research regarding the performance of BULOG employees, so that job embedness, organizational commitment and OCB still influence each other on employee performance.

Based on the description and previous research above, researchers are interested in conducting research regarding The influence of job embeddedness and organizational commitment on organizational citizenship behavior at BULOG. Where BULOG is a BUMN. Bulog has been an integral part of the national food infrastructure since its founding. In carrying out its duties to secure rice supplies and maintain price stability, Bulog has experienced developments in organizational form and structure, Bulog has experienced developments in organizational form and structure. The factors studied by the author are Organizational Commitment, Job embeddedness, Organizational Citizenship Behavior, These factors can be studied with different objects because according to () the higher the OCB value, the higher the influence value on the factors studied, so the advantage of this research is that the factors studied in this research can also be carried out on objects other

than BULOG Company, Regarding the practical implications of this research, it is hoped that the factors studied can provide improvements to the internal factors of Bulog employees. It is hoped that the factors researched in this research can be used to evaluate and develop the performance of Bulog employees, which will result in the resulting output being much better than before.

Job embeddedness means employee engagement in an organization through social networks, namely trust and cohesion (Haris, n.d.). Embeddedness are all factors that involve employees in their work, this can happen if there is a match between work values and individual values and community values with individual values. The term embeddedness is used in sociology to explain the process of social relationships influencing and acting on economic constraints. Job embeddedness is the totality of employees who are influenced psychologically, socially and financially from the organization and community which influences the individual's choice to stay or leave their job (Wolor, 2021).

Job embeddedness is a network that is able to encourage employees or individuals to remain in the organization, current job embeddedness theory is a model that can predict employee turnover intention behavior. The job embeddedness aspect is the individual employee's relationship with other people or society, the suitability between the organization and the environment and the sacrifices or things that the employee will give when leaving the organization (Rarasanti et al., 2016). There are three (3) aspects of job embeddedness, namely:

Fit is defined as the comfort that employees feel towards the organization and community. Based on this theory, employees' personal values, aspirations, careers, knowledge, skills and abilities must be in accordance with the organizational culture, and with the specific job requirements. Apart from that, someone will consider its suitability for the community and environment such as climate, weather conditions, prevailing general culture, religious beliefs and entertainment activities. The greater the perceived suitability, the more attached they are to the organization in professional and personal terms.

Links are defined as formal and informal connections between a person, institution or other person. Links within the organization such as colleagues or employee work teams, while links within the community such as relatives, friends and social groups

Sacrifice is defined as a loss felt by employees such as loss of material or psychological benefits when leaving a job. Employees who leave an organization may experience work-related losses such as the loss of familiar coworkers, the loss of interesting projects, or other desired benefits. In addition to job losses, employees will experience community-related losses such as losing an easy commute or local club membership.

Job embeddedness describes how attached an employee is to his job and the organization where he works because of the influence of aspects of on-the-job work and those from outside of off-the-job work (Pradana, 2022). Employees who have high job embeddedness tend to remain in their company based on the sacrifices they have made to the company, while employees with low job embeddedness tend to have a high level of job insecurity (Thohir & Agustian, 2020).

Job Embeddedness Concept, the term embeddedness has been used in sociological literature to describe the process by which social relationships influence and act on economic constraints.

Antecedents and Consequences of Job Embeddedness, Job embeddedness, namely age, gender, education level, self efficacy, job satisfaction, career barriers, organizational trust, Person Organizational Fit, and organizational commitment. The consequences of job embeddedness are job satisfaction, turnover intention and actual turnover.

How to Measure Job Embeddedness, measuring job embeddedness is divided into 3 aspects, namely: fit, link, and sacrifice

On the definition of Job Embeddedness describes an employee's attachment to his work and the Bulog where he works due to the influence of aspects within on-the job work and from outside off-the job work, related to the level of an employee's attachment to Bulog itself, namely the extent of social relations between employees Bulog has a direct impact on the economic constraints of each employee.

Organizational commitment is an individual's loyalty to the organization. Those who have high commitment tend to persist more and have lower absenteeism than those who have low commitment (NingTyas et al., 2020).

The commitment process will discuss how a commitment from an employee who works in an organization arises. The commitment process model that is often used in analysis is the Sterrs model 1982 (Firdaus, 2019). They put forward a model of the commitment process which is conceptually divided into three stages as follows:

Organizational entry, related to employee selection of the organization they will enter. This will include the suitability of an individual's career in the organization. At this stage, the selection occurs on both sides, namely the employee chooses the organization he will join, while the organization chooses the employee he will employ.

Organizational commitment is the stage where employees determine the depth of the organization's depth of identification with the organization's goals and the desire to work hard to maintain the organization's mission. At this stage, it can be seen how committed an employee is, namely whether organizational commitment is low or high. What needs to be considered at this stage is the possibility of employees with high organizational commitment turning into low ones.

Propensity, which is the tendency for employees with low organizational commitment to have a greater tendency to leave the organization. If this is not the case, it can be seen that this employee has a high level of absenteeism, as well as relatively low performance. Meanwhile, employees with high commitment tend to remain with the organization. These employees generally also show a high level of participation in large organizations.

Three forms of organizational commitment are: affective commitment, emotional feelings for the organization and belief in its values, continuance commitment (Ariyani & Sugiyanto, 2020). The perceived economic value of remaining in an organization when compared with leaving the organization, normative commitment. The obligation to remain in the organization for moral or ethical reasons (Manery et al., 2018).

Regarding organizational commitment to Buog employees, it can be interpreted as loyalty to each individual employee towards the Bulog company, starting from quality, integrity, team work, innovation and responsiveness in resolving problems that often occur within the company.

Organizational Citizenship Behavior (OCB) is part of the science of organizational behavior, OCB is a form of work behavior that is usually not visible or taken into account. There are several motivating factors for organizational members to show OCB behavior (Setiani et al., 2023). Organizational members demonstrate OCB behavior built from positive relationships that exist between organizational members and their organization (Prihatsanti & Dewi, 2017).

Members of the organization in question will demonstrate OCB behavior when they believe that consistent performance is balanced by how the company treats them with high consistency as well (Widodo & Ramadhanu, 2015). In other words, organizational members who show OCB behavior aim to reciprocate the positive treatment given by the place where they serve (Suliaty, 2022).

Job satisfaction is important in an organization because job satisfaction has a positive impact on organizational effectiveness. A satisfied organizational member is likely to speak positively about the organization, help other individuals, and exceed expectations in terms of their work (Rostiawati, 2022). Satisfied organizational members may be more obedient to the call of duty because they want to repeat the positive experiences they have had (Aisah, 2022).

OCB Concept (Organisational Cuisenship Behavior), Bateman and Organ (1983) define Organizational Leadership Behavior (OCB) as individual behavior in the workplace that can facilitate the performance of your organization, not included in the job duties of the organization.

Antecedents of Organizational Citizenship Behavior (OCB), The antecedents of Organizational Censenship Behavior (OCB) are job satisfaction, commitment (Wibowo, 2021; Planner, 2017), empowerment (Wibowo, 2021), leadership style, motivation, employee morale, knowledge sharing and employee perception of responsibility, Person Organizational Fir Afsar den Badir (2016), Job embeddedness (Kapil and Rastogi, 2018).

How to Change Organizational Citizenship Behavior (OCB), The indicators most often used to conceptualize Organizational Citizenship Behavior (OCB) are the indicators developed by Organel (2008), namely Alirulam cinc virtue Conscinctiousness, Courtesy, sportsmanship.

The application of OCB itself in the Bulog company is work behavior among Bulog company employees which is not seen but taken into account. There are several driving factors for organizational members so that they can show OCB behavior including job satisfaction, leadership, organizational culture, organizational commitment, affective commitment, contingent commitment, commitment. normative, relationships with coworkers, education and training, work stress, and social support. The factors above are important things that must be done by Bulog employees to increase the OCB value.

BULOG is a state-owned public company engaged in food logistics (Kaburito et al., 2020). The company's business scope includes logistics/warehousing business, surveying and eradicating pests, providing plastic sacks, transportation business, food commodity trading and retail business. As a company that continues to carry out public duties from the government (Putra, 2022). BULOG continues to carry out activities to maintain basic purchasing prices for grain, stabilize prices, especially basic prices, distribute rice to the poor (Raskin) and manage food stocks (Harsukar, 2019). The vision is to create a company that is reliable in achieving sustainable national food security and the mission of the Bulog Public Company is to fulfill basic food sufficiency in a safe, quality, stable and affordable manner as well as creating professional, honest, trustworthy human resources and implementing GCG principles in the food sector (Suryadi, 2016). There are values in the BULOG company, namely

Quality, the company with all levels of management and employees agree to be oriented towards product quality and service to the people (consumers) in accordance with the vision and mission. Integrity, personal, management and organizational integrity that reflects consistency between principles and behavior. Teamwork, all work units and employees move focused and totally integrated in order to achieve the company's vision and mission.

Innovative, Ability to think and develop the values of creativity and innovation in work. Responsive, the company's ability to make decisions and carry out preventive and curative efforts in facing any changes in the strategic environment. At the individual level, this value Rice supply management is carried out by knowing the flow of rice procurement, rice procurement channels, rice procurement, rice quality maintenance, and rice expenditure. The continuous availability of rice is an indicator of the success of rice supply management at Perum BULOG BULOG (Panata, 2011). Good inventory management is obtained when the procurement value reaches an economic point where availability is always sufficient for needs and costs are incurred efficiently. The economic point can be calculated using economic order quantity (EOQ) analysis (Rasyid et al., 2023).

Perum BULOG East Java Regional Division is the only institution that manages rice availability in East Java. Perum BULOG East Java Regional Division is the largest Perum BULOG in Indonesia because it can meet rice needs not only in the East Java region but throughout Indonesia (Kristyaningrum et al., 2018).

2. RESEARCH METHOD

Case studies aim to study a problem thoroughly by considering its context and current situation. This research uses a quantitative approach because it has chosen a research paradigm and uses inferential analysis as the depth of analysis. The survey method used was a questionnaire.

With a heterogeneous population, researchers will determine population criteria based on education level, length of work, and position. In order for the research population to be more homogeneous, population criteria were used. The variables used in the research are exogenous and endogenous variables. In order to be easily measured, latent variables must have a clear operational definition.

In this research, the questionnaire design is quantitative research which uses data collection techniques using a list of research statements that must be answered by respondents, who are Citilink Indonesia flight crew. Closed questionnaires, or lists of statements for which

alternative answers are available for access, were used in this research. The researcher's focus is the validity and reliability of the instrument. Researchers used SmartPLS 3 software to calculate it.

This research involved BULOG employees. This research collects data from November to December 2023. Primary data includes the identity of the respondent and the respondent's answers asked by the researcher through a research questionnaire distributed to BULOG employees using a Google form. BULOG document analysis is currently used to collect secondary data for this research.

The questionnaire design in this research is quantitative research with data collection techniques using a questionnaire, namely a list containing research statements that must be answered by respondents, namely BULOG employees. The questionnaire in this research is a closed questionnaire, namely a list of statements for which alternative answers are available.

The questionnaire design in this research is quantitative research with data collection techniques using a questionnaire, namely a list containing research statements that must be answered by respondents, namely BULOG employees. The questionnaire in this research is a closed questionnaire, namely a list of statements for which alternative answers are available. The contents of the questionnaire include the Job Embeddedness, Organizational Commitment, and OCB sections. With a total of 7 questionnaires each. Fill in the questionnaire according to these three factors and look for several references from research with the same factors.

The sampling technique in this research used probability sampling. method or random sampling so that all people or living creatures in the population have the possibility of being sampled by researchers. To carry out a random method, researchers need to prepare a procedure so that each member in the population has the same chance and gets the same chance. The type of probability used is simple random sampling. Taking the sample itself first determines which respondent will be determined by looking at whether he is an employee of the Bulog Company. The respondents taken were 30% of the total population (160 employees) at the Bulog Company.

Descriptive processing and analysis describes research data. In terms of inferential statistical analysis techniques, emphasis is given to areas of research that involve the analysis and interpretation of data in order to draw conclusions. This research analyzes data using the structural equation analysis method using PLS-SEM (Partial Least Square Path Modeling).

Validity and reliability are two main requirements that researchers must fulfill for their instruments. As for the calculations, researchers used SmartPLS 3 software. This research was conducted on employees who work at BULOG. Data collection in this research was carried out from October to November 2023. The data collected in this research included primary data and secondary data.

Primary data in this research includes the identity of the respondent and the respondent's answers asked by the researcher through a research questionnaire distributed to BULOG employees using Google Form, where the contents of the questionnaire are in accordance with related journals and related articles. Primary data was collected by distributing questionnaires using Google Form to the research sample. Secondary data in this research was collected by analyzing existing documents at BULOG.

To evaluate the structural model, the percentage of variance explained was examined, namely R-Square for the dependent latent construct. To test the hypothesis, the criterion is used if the p-value shows a value smaller than the alpha value = 0.05. It is possible that certain latent variables influence other latent variables. If the p value is smaller than the alpha value, the exogenous variable has an impact on the endogenous variable.

In this study, researchers tested the influence of job embeddedness and organizational commitment on organizational citizenship behavior at BULOG. Data sources must be accurate, current and verified to ensure that the data sources obtained are in accordance with company-related facts. Researchers also make observations and cross-check selected references.

3. RESULTS AND DISCUSSIONS

Path Diagram Construction

Research hypothesis testing was carried out using PLS analysis with the SmartPLS 3.0 program. The Path Diagram aims to illustrate the path of influence between variables in this research.

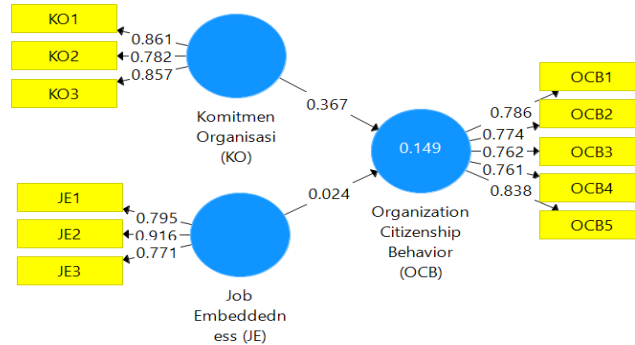


Figure 1. Path diagram construction

Validity Test Results

One of the indicators measuring the variables in the model is evaluated through convergent validity. The next indicator measurement is by looking at the loading factor value. An indicator is said to meet convergent validity if it has a loading factor value greater than 0.7.

Table 1. Validity test results

	Job Embeddedness (JE)	Organizational Commitment (KO)	Organizational Citizenship Behaviour (OCB)
JE1	0.795		
JE2	0.916		
JE3	0.771		
KO1		0.861	
KO2		0.782	
KO3		0.857	
OCB1			0.786
OCB2			0.774
OCB3			0.762
OCB4			0.761
OCB5			0.838

Based on the table above, it can be seen that the indicators tested each have a loading factor value greater than 0.7. This shows that these indicators are valid or can measure job embeddedness, organizational commitment and organizational citizenship behavior.

Convergent validity can also be evaluated using the AVE value, where if the AVE of each variable is above 0.5, then the indicator measurement of the variable is valid.

Table 2. Average variance extracted (AVE)

	Average Variance Extracted (AVE)
Job Embeddedness (JE)	0.689
Organizational Commitment (KO)	0.695
Organizational Citizenship Behaviour (OCB)	0.616

Based on the table above, it can be seen that the AVE generated for each research variable has a value above 0.5. These results indicate that the indicators used in this research are appropriate in measuring person organize job embeddedness, organizational commitment and organizational citizenship behavior.

Reliability Test

Reliability of the measurement model was evaluated using Cronbach alpha and composite reliability. A construct or variable is said to meet measurement reliability if it has a Cronbach alpha value greater than 0.6 and composite reliability greater than 0.7.

Table 3. Reliability test

	Cronbach's Alpha	Composite Reliability
Job Embeddedness (JE)	0.778	0.868
Komitmen Organisasi (KO)	0.785	0.872
Organizational Citizenship Behaviour (OCB)	0.846	0.889

The table above shows that the Cronbach's Alpha value for each variable is greater than 0.6. The Composite Reliability value for each research variable is more than 0.7, so it can be concluded that each indicator is reliable or consistent in measuring job embeddedness, organizational commitment and organizational citizenship behavior.

Structural Model Evaluation

Evaluation of the structural model is carried out by looking at the percentage of variance explained, namely by looking at the R-Square for the dependent latent construct. Next, to measure how well the observation values are produced by the model (predictive relevance) and also the estimated parameters, a Q-Square test is carried out.

- a. R-Square, based on data processing with SmartPLS, an R-Square value was produced for the dependent variable, which includes the variables organizational commitment, job embeddedness and organizational citizenship behavior.

Table 4. R-square

	R Square
Organizational Citizenship Behaviour (OCB)	0.149

The resulting R-Square value for the organizational citizenship behavior variable is 0.149, meaning that the job embeddedness and organizational commitment variables have a contribution in explaining the organizational citizenship behavior variable of 14.9%, for 85.1 & are influenced by other variables. This value is very important so that we know how well the factors we are examining describe the influencing factors Organizational Citizenship Behavior (OCB).

Hypothesis testing

Research hypothesis testing is carried out by looking at the p-value. A relationship between variables can be said to be significant if the resulting p-value is smaller than 0.05 ($\alpha = 5\%$).

Table 5. Hypothesis testing

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	1.139	2	.569	22.841	.017 ^b
	Residual	13.296	43	.309		
	Total	14.435	45			

a. Dependent Variable: OCB

b. Predictors: (Constant), JE, KO

The table above shows that the influence of job embeddedness and organizational commitment on organizational citizenship behavior produces a p-value of 0.017 < 0.05 ($\alpha = 5\%$). Based on these results, it can be said that job embeddedness and organizational commitment have a significant effect on organizational citizenship behavior in BULOG employees

4. CONCLUSION

Analysis and discussion of the results above show that in Path Diagram Construction and Hypothesis Testing using the PLS method with the SmartPLS 3.0 program, a Path Diagram was successfully formed which aims to describe the relationship between variables in the research.

In the validity test, it was found that the indicators used, such as job embeddedness, organizational commitment, and organizational citizenship behavior, had a loading factor greater than 0.7, indicating that the indicators were valid. Convergent validity can also be seen in the AVE

value of each variable above 0.5, indicating the accuracy of the indicator in measuring the variable in question.

In the Reliability Test, the Cronbach's Alpha value for each variable was greater than 0.6. The Composite Reliability value for each research variable is more than 0.7, so it can be concluded that each indicator is reliable or consistent in measuring job embeddedness, organizational commitment, and organizational citizenship behavior. In the structural model evaluation, we look at the R-Square value produced by the organizational citizenship behavior variable, which is 0.149, meaning that the job embeddedness and organizational commitment variables contribute in explaining the organizational citizenship behavior variable, amounting to 14.9%. The remainder is influenced by other variables.

After carrying out several analyzes above, then carry out a hypothesis test. The results obtained show that the influence of job embeddedness and organizational commitment on organizational citizenship behavior produces a p-value of $0.017 < 0.05$ ($\alpha=5\%$). Based on these results, it can be said that job embeddedness and organizational commitment have a significant effect on organizational citizenship behavior in BULOG employees.

In this study, using job embeddedness and organizational commitment factors to measure the influence on the dependent variable Organizational Citizenship Behavior, the r square value was 14.9%, so there are still many independent variables outside these two variables that have a positive influence on the Organizational Citizenship Behavior variable. This value is very important so that we know how well the factors we are examining describe the factors that influence Organizational Citizenship Behavior (OCB). So that future development of this research can use factors other than Job Embeddedness and organizational commitment which influence Organizational Citizenship Behavior (OCB).

For external parties, it is hoped that this research can serve as an initial overview, while for the government it can serve as supporting evidence in making related decisions. To increase the value of job embeddedness, organizational commitment and OCB, namely by conducting outreach or counseling regarding the importance of the value of job embeddedness and organizational commitment to OCB with presenters who are competent in this matter.

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