

## Development and Validation of an Organizational Citizenship Behaviour Measurement Scale for Indonesian Employees: Exploratory and Confirmatory Factor Analysis

### Pengembangan dan Validasi Alat Ukur Organizational Citizenship Behavior Pegawai Indonesia: Exploratory dan Confirmatory Factor Analysis

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#### Abstract

This study aims to develop a measurement tool for organizational citizenship behaviour (OCB) that is grounded in the cultural values of Indonesian workers. Utilising a quantitative research design focused on instrument construction, the study involved 381 participants selected through accidental sampling. Data analysis employed content validity indices (I-CVI and S-CVI), as well as exploratory and confirmatory factor analyses. The results of content validity indicated that the statement items were appropriate for use, and the developed instrument demonstrated good validity and reliability. The instrument's structure consists of four dimensions: willingness to help coworkers, adherence to social norms, tolerance, and maintaining social harmony. The organizational citizenship behavior measuring tool consists of 12 items, with a reliability value of 0.782. The findings enrich the concept of OCB, particularly with the emergence of new dimensions, such as maintaining social harmony and tolerance, which reflect the collectivist values and workplace harmony inherent in Indonesian work culture. This instrument can be utilised by organizations in Indonesia to measure employee OCB more accurately, which can assist in human resource development planning

Keywords: Organizational Citizenship Behaviour; Exploratory factor analysis; confirmatory factor analysis

#### Abstrak

Penelitian ini bertujuan mengembangkan alat ukur *organizational citizenship behavior* yang berbasis pada nilai-nilai budaya pekerja Indonesia. Penelitian ini menggunakan desain kuantitatif dengan fokus pada konstruksi alat ukur, dengan jumlah partisipan sebanyak 381 dipilih dengan teknik *accidental sampling*. Analisis data menggunakan indeks validitas isi (I-CVI dan S-CVI), eksploratory factor analysis dan confirmatory factor analysis. Hasil validitas isi menunjukkan bahwa item pernyataan layak untuk digunakan, dan instrumen yang dikembangkan memiliki validitas dan reliabilitas yang baik, dengan struktur empat dimensi yaitu kesediaan membantu rekan kerja, kepatuhan terhadap norma sosial, toleransi dan menjaga harmoni sosial. Alat ukur *organizational citizenship behavior* memiliki 12 item dengan nilai reliabilitas 0,782. Temuan penelitian memperkaya konsep OCB khususnya dengan munculnya dimensi baru seperti menjaga harmoni sosial dan toleransi yang mencerminkan nilai-nilai kolektivisme dan kerukunan dalam budaya kerja Indonesia. Instrumen yang dikembangkan dapat digunakan oleh organisasi di Indonesia untuk mengukur OCB pegawai secara lebih akurat, yang nantinya dapat membantu dalam perencanaan program pengembangan SDM.

Kata Kunci: Organizational Citizenship Behaviour; Exploratory factor analysis; confirmatory factor analysis

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## BACKGROUND

Organizational citizenship behaviour (OCB) can be said to be voluntary behaviour that is not directly regulated by the formal organizational system and significantly contributes to increasing organizational effectiveness (Sholikhah & Wolor, 2022). Employees who have high OCB usually have the potential to show positive impacts, one of which is increasing organizational commitment (Saluy et al., 2024; Setyorini et al., 2022). Exploratory studies have been conducted on transactional and transformational leadership styles to investigate their potential contribution to influencing employee organizational citizenship behavior. Therefore, more attention to fostering good relationships between leaders and their subordinates is the key to developing OCB (Zhao et al., 2025). Apart from the corporate sector, OCB is also needed for employees in the education sector, such as lecturers. The aim is for these employees to improve the performance of the university where they work. (Rocker et al., 2025).

Organizational citizenship behavior helps create a harmonious work environment, enhances collaboration among employees, and encourages productivity and innovation. OCB also plays a role in increasing employee perceived organizational commitment (Sarwar et al., 2025). Organizational justice plays a strategic role in fostering organizational citizenship behavior, not only among existing employees but also among newly recruited employees who can benefit from it (Yesberg et al., 2025). On the other hand, employees who experience work fatigue and feel a sense of injustice tend to exhibit low levels of OCB, which hurts the overall dynamics of the organization. (Ji et al., 2025). Organizational citizenship behavior, the most fundamental theory underlying this concept, is a theory of social behavior in organizations. When employees feel treated fairly and valued in terms of salary, recognition, and career opportunities, they have the potential to reciprocate with behavior that benefits the organization, even going beyond their job duties.

Indonesia has a wealth of cultural diversity, social values such as cooperation, family (Hermawan & Loo, 2019), Mutual respect and appreciation play a significant role in shaping work behavior in organizations. Family is fundamentally at the core of organizational culture in Indonesia, potentially promoting harmony and fostering a spirit of cooperation (Slikkerveer, 2019). Indonesian culture is deeply rooted in cooperation (gotong royong). Gotong royong serves as a guiding principle for workplace interactions, such as fostering a climate of trust through helpful behavior, strengthening team cohesion through cooperation, and mitigating conflict through deliberation (Kurniawan, 2025).

Understanding and measuring organizational citizenship behavior in the Indonesian cultural context is crucial to supporting effective human resource development. Therefore, further research in Indonesia is necessary to develop OCB measurement tools that align with local cultural

values. (Grasiaswaty, 2021). This is because workers need OCB so that leadership in the workplace becomes stronger, which is created through a sense of belonging and attachment to their work (Sofiah et al., 2022). Furthermore, involvement and satisfaction with their work encourage employees to be more committed to the company where they work, which is also an essential role of OCB (Sholikhah & Wolor, 2022).

Although OCB has been widely researched, it is hoped that it can be used in Indonesia, but the majority of measuring instruments used were developed in a Western cultural context that has different values and norms from those in Indonesia (Boiral & Paille, 2012; da Silva et al., 2024; Dyne & Graham, 1994; Mahembe et al., 2015; Manuel et al., 2024a; Organ, 1988; Podsakoff et al., 1990; Willian & Anderson, 1991). The OCB measuring tool that is popularly used in Indonesia at the moment is owned by (Organ, 1988; Willian & Anderson, 1991). Dimensions of Organ (1988) include five dimensions: altruism, courtesy, conscientiousness, civic virtue, and sportsmanship. OCB *scale* kedua dari Williams & Anderson (1991) It is divided into two categories: OCB-I for individuals and OCB-O for organizations. The OCB measurement tools previously developed by several researchers are in the context of Western culture, which tends to be individualistic and emphasizes proactivity, while employee culture in Indonesia is more influenced by collectivistic values, hierarchy, and interpersonal harmony (Grasiaswaty, 2021). This creates a gap that has not yet been fully explored in developing countries, such as Indonesia. This gap presents a challenge for researchers and practitioners in developing measurement tools that are both applicable and accurate.

Research on measuring OCB in Indonesia is greatly influenced by culture (Grasiaswaty, 2021). In Indonesia, OCB is often associated with cultural norms that emphasize harmony and respect for authority, in contrast to OCB in the West, which focuses more on individual initiative and altruism (Suharnomo & Hashim, 2019). Other research can also strengthen the dimensions, such as collective ambition and social cohesion, which are very relevant in measuring OCB in Indonesian women's cooperatives (Mujanah et al., 2019). Therefore, the local cultural context must be integrated into the OCB measurement construct to more accurately reflect employee behavior in Indonesian organizational environments. Based on the literature study that has been conducted (Dwiyanti et al., 2024; Grasiaswaty, 2021; Grasiaswaty et al., 2016; Mujanah et al., 2019; Siswadi et al., 2023; Suharnomo & Hashim, 2019; Sya'bania & Churiyah, 2022) Interviews with HR experts revealed that the OCB dimensions align with Indonesian culture, specifically emphasizing the willingness to help colleagues, compliance with social norms, tolerance, and maintaining social harmony. Therefore, it can be concluded that conceptually, organizational citizenship behavior is a form of employee behavior that reflects the willingness to help colleagues with the principle of cooperation, compliance with social norms, tolerance, and efforts to maintain social harmony in the work environment, carried out voluntarily outside the demands of

formal duties to support the smooth running of the organization.

This research is crucial to address the gap in Indonesian culture-based OCB measurement. By developing a valid and reliable OCB measurement tool tailored to employee work culture, Indonesian organizations can more precisely and accurately identify and manage employee OCB behaviors to improve organizational performance. This research proposes a solution in the form of developing and validating an OCB measurement tool adapted to Indonesian cultural values using factor analysis methods (EFA and CFA). This approach is expected to produce an instrument that is not only statistically valid but also culturally relevant. This study presents the first OCB scale adapted to Indonesian cultural values, thereby filling a gap in the literature of Southeast Asia. The combination of CVI, EFA, and CFA

## RESEARCH METHODS

### Participant

The 336 respondents (151 men and 185 women) who participated in this study were professional employees with a minimum of three years of work experience. The majority of respondents were aged 20-25 (59%), 26-35 (18.8%), and 36-45 (18.2%), with 3.9% being over 46 years old. The majority of employees worked in the private sector, including mining, services, and manufacturing (91%), while 9% worked in the public sector and banking. The sampling method used was accidental sampling, as the sample was taken from the most easily accessible population. This study aimed to first develop and validate the OCB scale in Indonesia. In the exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) phases, the primary focus was to identify the factor structure and test the model's fit. The study included 336 participants, selected from a sample size of 1 to 10 items. This study has 20 items, so  $(20 \times 10 = 200)$  was rounded up by the researcher to 336 participants.

### Procedure

The researcher initially reviewed the literature on the concept of organizational citizenship behavior, especially that relevant to employee culture in Indonesia, followed by interviews with HR practitioners. Then, the researcher compiled a conceptual definition of OCB based on Indonesian cultural values. After that, the definition was broken down into dimensions and then into statement items. The dimensions of organizational citizenship behavior in Indonesia are willingness to help coworkers, compliance with social norms, tolerance, and maintaining social harmony. The items were completed, totalling 20. The answer choices were 1 (very inappropriate), 2 (inappropriate), 3 (appropriate), and 4 (very appropriate). Content validation was conducted with three experts who are familiar with OCB and Indonesian culture. Revisions were made based on expert input to ensure relevance, clarity, and cultural suitability. Following this, a trial of the measuring instrument was conducted by

provides comprehensive methodological validation. In practice, this validated instrument is ready for use by HR practitioners to measure, compare, and develop work culture programs that emphasize collaboration and harmony. It provides a benchmark for OCB for organizations in Indonesia. Thus, this study fills a gap in the novelty of OCB measurement in non-Western contexts.

This research aims to develop a measurement tool for organizational citizenship behavior that is grounded in Indonesian cultural values. Validating the tool through exploratory and confirmatory factor analysis to ensure its validity and reliability, this study aims to contribute to the development of a more contextual and applicable OCB theory in Indonesia.

collecting data from 336 respondents through a Google form to analyse exploratory factor analysis, confirmatory factor analysis, and discriminant validity, thereby evaluating the measurement.

### Data Analysis

There are three types of analysis techniques used in this study: 1) Content validity using content validity index (I-CVI and S-CVI); 2) Exploratory factor analysis (EFA) to identify latent dimensions contained in the data; 3) Confirmatory factor analysis (CFA) with the aim of testing and ensuring the factor model that has been found through EFA so that the structure of the measuring instrument is theoretically and empirically valid; Discriminant Validity Test with HTMT (Heterotrait-Monotrait Ratio) to evaluate the correlation between constructs by comparing the heterotrait-heteromethod correlation to the monotrait-heteromethod correlation

## RESEARCH RESULTS

### Content validity

Three competent reviewers examined the content validity of this study, who evaluated the content of the organizational citizenship behavior measurement tool in relation to employee culture in Indonesia. All experts have educational backgrounds in psychology, and many are also HR professionals. The content validity index used the I-CVI and S-CVI approaches (Yusof, 2019). The results of the content validity index indicate that all items are relevant and usable, as evidenced by the I-CVI value of 1.00. Furthermore, the S-CVI/Ave value, which is the content validity index for the entire measurement instrument, obtained a value of 1.00 ( $\geq 0.90$ ).

### Exploratory Factor Analysis

Factor analysis is conducted first to identify factors that will later become the dimensions for compiling the organizational citizenship behavior scale. Each item receives

a test that is appropriate to its equivalent in its respective factor.

Table 1. Exploratory factor analysis organizational citizenship behavior Scale (N=336)

Statement	Mean	Std Dev	Loading Factor			
			1	2	3	4
Happy to help coworkers who are having difficulty completing their tasks.	3,27	0,515	0,768			
Actively offer help when you see a coworker overwhelmed by a deadline.	3,31	0,517	0,728			
Willing to take the time to explain work procedures to new colleagues without being asked.	3,10	0,697	0,712			
Responsible for supporting the team's success, even if it's not part of the job description.	3,52	0,562	0,650			
Comply with organizational regulations even without direct supervisor supervision.	3,25	0,549		0,689		
Complete tasks carefully and on time, even for less enjoyable jobs.	3,10	0,627		0,673		
Avoid actions that could harm the organization's reputation, even if they are personally beneficial.	3,40	0,537		0,611		
Maintaining the good name of superiors and colleagues outside the professional environment.	3,36	0,550		0,556		
Comply with the rules set by the leadership without objection.	3,19	0,706		0,520		
Accept additional tasks with a positive attitude.	2,49	0,721			0,719	
Stay enthusiastic about working, even when facing less-than-ideal working conditions.	3,10	0,723			0,642	
Don't complain when you have to work overtime to finish a sudden project.	3,23	0,680			0,637	
Still completing work to the maximum even though it exceeds regular working hours.	2,60	0,811			0,634	
Avoid unnecessary conflicts with coworkers.	2,86	0,637				0,812
Try to create a calm and comfortable working atmosphere.	3,06	0,712				0,705
Maintain open and effective communication with all team members.	2,88	0,691				0,570
<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</b>			<b>0,835</b>			
<b>Eigenvalue (Cumulative %)</b>			<b>27,390</b>	<b>38,362</b>	<b>46,863</b>	<b>53,870</b>
<b>% of variance</b>			<b>27,390</b>	<b>10,972</b>	<b>8,501</b>	<b>7,007</b>

Note: 1) kesediaan membantu rekan kerja; 2) kepatuhan terhadap norma sosial; 3) toleransi; 4) menjaga harmoni sosial

The KMO value is 0.835 ( $KMO > 0.5$ ), indicating that the sample is sufficiently representative to support good factor extraction and is suitable for EFA and CFA analysis to proceed. Exploratory factor analysis was conducted using the principal component analysis (PCA) method and varimax rotation, with a minimum loading factor coefficient of 0.500 and producing a KMO value of 0.835, meaning that the sample adequacy indicator that measures the suitability of the data for factor analysis is classified as good (Loewen & Gonulal, 2015) which produces four factors with a total variance of 53.87%

indicating that the extracted factors can explain 53.87% of the data variability. This value is included in the acceptable threshold range (50-60%) commonly used in the validation of psychometric instruments, especially for multidimensional constructs such as attitude or competency scales, so that if the value exceeds 50% for social science research, it can be said to be good (Howard, 2016; Williams et al., 2010).

The loading factor value used is at least 0.500, so that out of 20 items, there are 16 valid items, with the composition of the dimensions being willingness to help

coworkers (4 items), compliance with social norms (5 items), tolerance (4 items), and maintaining social harmony (3 items).

#### Confirmatory factor analysis

Confirmatory factor analysis (CFA) has been recognized as a powerful statistical technique for validating new measurement instrument constructs. Studies have shown that CFA is capable of confirming the hypothesized factor structure based on a theoretical framework, while providing evidence of convergent validity (as indicated by average variance extracted and composite reliability) and discriminant validity (Baharum et al., 2023). CFA plays a role not only in validation but also in instrument development, particularly in screening non-performative items and increasing reliability. The CFA results showed that items 2, 11, 13, and 20 were dropped because their loading factor values were  $<0.50$ . Therefore, a second CFA analysis was necessary, as shown below:

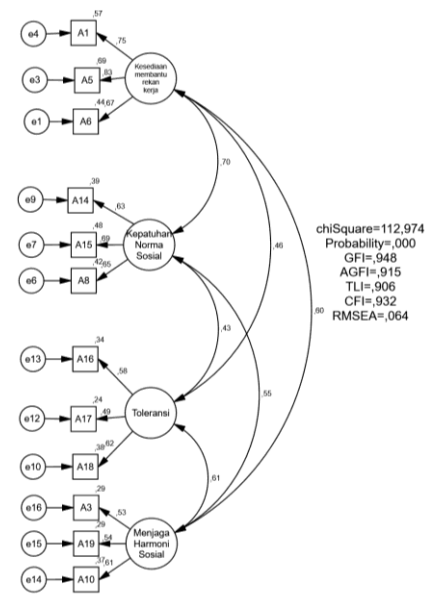


Figure 1. The OCB measurement model through CFA

The CFA results after modification showed the  $\chi^2$  probability value  $<.001$ , while  $GFI=0.948$ ;  $AGFI=0.915$ ;  $TLI=0.906$ ;  $CFI=0.932$  (expected  $\geq 0.90$ ) and  $RMSEA=0.064$  (expected  $\leq 0.08$ ) so it can be concluded that theoretically the organizational citizenship behavior measurement

model is said to be fit and in accordance with its constituent dimensions, namely awareness of helping coworkers 3 items, compliance with social norms 3 items, tolerance 3 items and maintaining social harmony 3 items.

Table 2. Results of loading factors, convergent validity, and Cronbach's alpha

Dimention		Item	Loading Factor	CR	AVE	Alpha Crobnach
Willingness to help coworkers	1.	Happy to help colleagues who are having difficulty completing their tasks.	0,755	0,796	0,567	0,782
	2.	Actively offer help when you see a coworker overwhelmed by a deadline.	0,828			
	3.	Responsible for supporting the success of the team, even if it is not part of the job description	0,666			
Adherence to social norms	4.	Comply with organizational regulations. Without direct supervision.	0,625	0,733	0,540	
	5.	Avoid actions that could harm the organization's reputation, even if they are personally beneficial.	0,692			
	6.	Maintaining the good name of superiors and colleagues outside the professional environment.	0,647			
Tolerance	7.	Accept additional tasks with a positive attitude.	0,581	0,764	0,539	
	8.	Stay enthusiastic about working even when facing less-than-ideal working conditions.	0,690			
	9.	Still completing work optimally even though it exceeds regular working hours.	0,618			
Maintaining social harmony	10.	Avoid unnecessary conflicts with coworkers.	0,534	0,729	0,515	
	11.	Try to create a calm and comfortable working atmosphere.	0,537			
	12.	Maintain good communication with all team members.	0,610			

Note: CR= Composite Reliability; AVE= average variance extracted

The willingness to help coworkers dimension has a CR value  $\geq 0.700$  (0.796) and AVE  $\geq 0.50$  (0.567), indicating good convergent validity. Overall, the items in the willingness to

help coworkers dimension have a measurement item variation of 56.7%. Meanwhile, the compliance with social norms dimension has a CR value of  $\geq 0.700$  (0.733) and an AVE

of  $\geq 0.50$  (0.540), indicating good convergent validity. Overall, the items in the compliance with social norms dimension have a measurement item variation of 54%. The tolerance dimension has a CR value of  $\geq 0.700$  (0.764) and an AVE of  $\geq 0.50$  (0.539), indicating good convergent validity. Overall, the items in the tolerance dimension exhibit a measurement item variation of 53.9%, and the dimension of maintaining social harmony has a CR value of  $\geq 0.700$  (0.729) and an AVE of  $\geq 0.50$  (0.515), indicating good convergent validity. Overall, the items in the dimension of maintaining social harmony have a measurement item variation of 51.5%. Overall, organizational citizenship behavior based on employee culture in Indonesia has a reliability value of  $\alpha = 0.792$ .

## DISCUSSION

Measuring organizational citizenship behavior is crucial for optimizing performance (Gogia et al., 2024; Setyorini et al., 2022; Vuong et al., 2024). This is particularly true for Indonesian employees, who often exhibit social characteristics. Therefore, developing a valid and reliable measurement tool is crucial to capture OCB dimensions relevant to Indonesian employees. This study aims to develop and validate an OCB instrument using a factor analysis approach, which is expected to provide a comprehensive picture. Validity is a crucial aspect in creating an Organizational Citizenship Behavior (OCB) measurement tool, particularly in a cross-cultural context such as Indonesia. Developing an OCB measurement scale requires a thorough evaluation of the Item Content Validity Index (I-CVI) and Scale Content Validity Index/Average (S-CVI/Ave) to ensure the relevance and clarity of the items within the local cultural context. The I-CVI and S-CVI/Ave values of 1.00 in this study indicate that all items were deemed highly relevant by the expert panel, thus validating the instrument's theoretical and practical suitability. This finding aligns with the need to adapt to unique Indonesian work norms, such as collectivism and respect for hierarchy, which may not be reflected in OCB scales developed in Western contexts (Manuel et al., 2024). These findings indicate that the item development process was carried out very carefully, involving experts who understand the nuances of Indonesian work culture (Grasiaswaty et al., 2016). Cultural relevance is key to content validity. Although many OCB studies in Indonesia still adopt the framework from Organ (1988), there is an urgent need to develop more contextually relevant instruments.

The Organizational Citizenship Behavior measurement tool employs exploratory factor analysis, utilizing a principal component analysis approach and varimax rotation, to derive dimensions. Factor analysis with a

Table 3. HTMT result of OCB

	Willingness to help	Maintaining social harmony	Tolerance
Maintaining social harmony	0.562		
Tolerance	0.464	0.604	
Compliance with social norms	0.723	0.541	0.456

Based on the correlation matrix provided, the HTMT values between constructs indicate variations in discriminant validity. The HTMT values between Willingness to Maintain Social Harmony (0.562), Tolerance (0.464), and Compliance with Social Norms (0.723) are below the threshold of 0.90, indicating adequate discriminant validity. From the analysis above, it was found that the HTMT value for each pair was less than 0.90; thus, the evaluation of discriminant validity was met.

principal factor analysis approach is very appropriate for developing a measurement tool for dimension reduction (Ghazali et al., 2021). Exploratory factor analysis yielded four main factors explaining 53.87% of the total variance. This value is within the acceptable threshold (50-60%) commonly accepted in psychometric instrument validation, especially for multidimensional constructs such as OCB. The Kaiser-Meyer-Olkin (KMO) sample fit index of 0.835 is categorized as good, indicating that the data are highly suitable for EFA procedures.

The four dimensions that emerged from the EFA are willingness to help coworkers, adherence to social norms, tolerance, and maintaining social harmony. The desire to help coworkers reflects the substantial value of cooperation in Indonesian culture. Indonesian employees tend to have a natural desire to help coworkers without expecting immediate rewards, which aligns with the family values of collectivistic cultures. The willingness to help coworkers directly aligns with altruism, namely, the willingness of workers to help other workers (Manuel et al., 2024; Mujanah et al., 2019).

Compliance with social norms: This dimension demonstrates the importance of adherence to applicable rules and standards within an organization. Particularly in Indonesia, social norms often have a more substantial influence than formal written regulations. The dimension of tolerance, specifically the ability to accept differences and confront social pressure, is a crucial aspect of organizational citizenship behavior for employees in Indonesia. This reflects the heterogeneous nature of Indonesian society, yet still upholds unity. Compliance with social norms demonstrates a combination of awareness and civic virtue. Awareness refers to behaviors such as arriving on time and following rules. Meanwhile, civic virtue demonstrates commitment to the organization. The two combine into a broader dimension of

adherence to norms, namely company regulations (Das & Mohanty, 2024; Ji et al., 2025)

The social harmony dimension demonstrates the importance of maintaining balance and peace in interpersonal relationships, a fundamental value in Indonesian culture that prioritizes group harmony. The emergence of these four dimensions is inextricably linked to the Indonesian cultural context, which prioritizes collectivism, social harmony, and interpersonal relationships. This contrasts with the Western OCB model, which generally consists of five dimensions (Organ, 1988). The Indonesian OCB model contains unique dimensions, such as tolerance and maintaining social harmony, that are not explicitly identified in Western OCB models.

This study makes a significant contribution by developing and validating an OCB instrument explicitly designed for the Indonesian cultural context. By identifying the dimensions of tolerance and maintaining social harmony as core components, this study enriches the theoretical framework of OCB, which Western perspectives have previously dominated. This supports the importance of cultural dimensions in organizational behavior, particularly the high value of collectivism in Indonesia.

This study has several limitations, including the sample's lack of full representativeness of all industrial sectors in Indonesia. This research demonstrates the importance of developing culture-based psychometric

instruments as a basis for understanding the organizational citizenship behavior of Indonesian employees.

## CONCLUSION

This study validates an organizational citizenship behavior measurement tool specifically designed for employee culture in Indonesia. The results demonstrate that the developed instrument possesses good validity and reliability, with a four-dimensional structure: willingness to help coworkers, compliance with social norms, tolerance, and maintaining social harmony. Theoretically, this study enriches the understanding of organizational citizenship behavior in the context of non-Western cultures, particularly in Indonesia. These findings suggest that the concept of OCB needs to be contextualized in accordance with Indonesian cultural values. Practically, the developed instrument can be used by organizations in Indonesia to measure employee OCB more accurately, which can later assist in planning HR development programs. Therefore, future researchers can validate the measurement tool with a more diverse sample from various industries and regions in Indonesia. Explore the relationship between OCB dimensions in Indonesia and other organizational variables, such as performance, job satisfaction, and turnover intention.

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## Lampiran

	Dimensi	Item
<b>Perilaku kewarganegaraan organisasi</b> merupakan bentuk perilaku dari pegawai yang mencerminkan kesediaan membantu rekan kerja dengan prinsip gotong royong, kepatuhan terhadap norma sosial, toleransi dan upaya menjaga harmoni sosial di lingkungan kerja, dilakukan secara sukarela di luar tuntutan tugas formal demi mendukung kelancaran organisasi	<b>Kesediaan membantu rekan kerja</b> adalah sikap proaktif dan bertanggung jawab yang mencerminkan keinginan serta inisiatif pegawai untuk memberikan dukungan kepada rekan kerja yang mengalami kesulitan, terlepas dari apakah bantuan tersebut termasuk dalam deskripsi pekerjaan atau tidak	1. Dengan senang hati membantu rekan kerja yang mengalami kesulitan dalam menyelesaikan tugasnya. 2. Aktif menawarkan bantuan ketika melihat rekan kerja kewalahan menghadapi deadline. 3. Bertanggung jawab untuk mendukung kesuksesan tim, meskipun bukan bagian dari deskripsi pekerjaan.
	<b>Kepatuhan terhadap norma sosial</b> adalah perilaku pegawai yang secara konsisten menyesuaikan diri dengan aturan, nilai serta harapan yang berlaku dalam organisasi meskipun tidak ada pengawasan langsung	4. Mematuhi peraturan organisasi meskipun tidak ada pengawasan atasan langsung. 5. Menghindari tindakan yang bisa merugikan reputasi organisasi, sekalipun hal tersebut menguntungkan secara pribadi. 6. Menjaga nama baik atasan dan rekan kerja di luar lingkungan profesional.
	<b>Toleransi</b> adalah sikap adaptif dan resilien yang ditunjukkan pegawai ketika menghadapi beban kerja ekstra, kondisi kerja yang kurang ideal, atau tekanan pekerjaan. Dimensi ini menekankan kemampuan pegawai untuk memiliki daya tahan terhadap tekanan, menjaga motivasi, serta memaksimalkan kinerja meskipun sumber daya (waktu, fasilitas, dukungan) terbatas.	7. Menerima tugas tambahan dengan sikap positif. 8. Tetap bersemangat bekerja meskipun menghadapi kondisi kerja yang kurang ideal. 9. Tetap menyelesaikan pekerjaan dengan maksimal meskipun melebihi jam kerja normal.
	<b>Menjaga Harmoni Sosial</b> adalah sikap pro-aktif dan berkelanjutan yang ditunjukkan seorang anggota tim dalam upaya menciptakan lingkungan kerja yang bebas dari konflik, nyaman, serta berkomunikasi secara efektif	10. Menghindari pertentangan yang tidak perlu dengan rekan kerja. 11. Berusaha menciptakan suasana kerja yang tenang dan nyaman. 12. Menjaga komunikasi yang baik dengan semua anggota tim.