THE EFFECT OF JOB EMBEDDEDNESS, RESILIENCE AND CYBERLOAFING ON PERFORMANCE AND OCB AS AN INTERVENING VARIABLES IN EDUCATION STAFF IN UNIVERSITY OF 17 AUGUST 1945 SURABAYA EAST JAVA INDONESIA

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Abstract

HR management is also very important in tertiary institutions. In an organization or company attention to human resources is very important in order to obtain employee performance as expected in order to achieve the vision and mission and goals of the organization. This study aims to prove and analyze the effect of variable job embeddedness, resilience and cyberloafing on OCB and the effect of job embeddedness, resilience and cyberloafing on performance and the influence of OCB on the performance of Educational Personnel UNTAG Surabaya.

The sample used was 134 respondents, who are Educational Personnel in UNTAG Surabaya. Data analysis in this study using SEM method and using AMOS 24 software, based on the results of the Job Embeddedness variable analysis gave a positive and significant influence on changes in OCB variables, Resilience did not have a significant effect on OCB, Cyberloafing had a positive and significant effect on OCB, Job Embeddedness has a positive and significant effect on performance, Resilience has a positive and significant effect on performance, Cyberloafing does not have a significant effect on performance, OCB has a positive and significant effect on performance.

Keywords: Job Embeddedness, Resilience, Cyberloafing, OCB, Employee Performance

I. INTRODUCTION

Human resource management is also very important in higher education institutions. In an organization or company, attention to human resources is very important in order to obtain employee performance as expected in order to achieve the vision and mission and objectives of the organization. According to Mangkunegara in (Karina, Heru and Edlyn: 2018) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. According to Novliadi (2007) good performance requires employees not only to do the main job (in-role) of the employee but also work that is outside the employee's main job (extra-role). This extra-role behavior is also called Organizational Citizenship Behavior (OCB). According to Robbins and Judge (2008), the facts show that organizations that have employees who have good OCB will have better performance.

The performance of an employee is determined by factors that influence it, either directly or indirectly. According to Mangkunegara in (Karina, Heru and Edlyn: 2018), the factors that influence performance achievement are the ability and motivation factors. According to Siagian (2013), defining work motivation as a driving force for someone to contribute as much as possible for the success of the organization to achieve its goals, with the understanding that achieving organizational goals means achieving personal goals of the members of the organization concerned. The achievement of the goals of each individual in the organization can also be said to be one of the factors that exist in job embeddedness. Namely Sacrifice, which is a psychological

benefit that arises when individuals do not leave the organization where they work. Job embeddedness theory is based on Kurt Lewin's theory of field theory and embedded figure theories (Bergiel et al, 2009). Job embeddedness is defined as an employee's sense of attachment to his job.

Resilience has been studied in a wide variety of disciplines, from psychology, sociology, anthropology, biology, medicine, education and management. Resilience has been described as a trait, process, capacity or outcome (Kossek et al. 2016; Southwick et al. 2014). Based on research conducted by Luthans (2006), resilience is an indispensable factor to be able to transform threats into opportunities to grow, develop and increase the ability to adapt for good change. Employees who are unable to face challenges and turn the challenges they face into opportunities to rise will show counterproductive behavior which is the opposite of OCB behavior. With the existence of resilience in the workplace, it is hoped that it can encourage OCB. The more resilient an employee is, the higher the likelihood of showing OCB.

Cyberloafing refers to the actions of employees using their company's Internet access for personal purposes during working hours (Lim, 2002; Lim & Teo, 2005). Examples of cyberloafing include browsing non-work- related websites (eg social networking, sports, news and entertainment), checking and sending personal e-mails and other activities such as online shopping and online gaming.

Based on Rajah and Lim (2011), there is a negative relationship between cyberloafing and OCB. They continued that an increase in the level of cyberloafing leads to a decrease in the level of OCB, the higher the cyberloafing behavior, the lower the level of the OCB. And the lower the OCB level, the lower the performance level. As stated in the research of Robbins and Judge (2008), the facts show that organizations that have employees who have good OCB will have better performance.

II. LITERATURE REVIEW
Job Embeddedness is a network that encourages employees to stay in the organization. From some of the opinions above, the meaning of Job Embeddedness (JE) is an attachment between employees and their company. Where the relationship between the employee and the company is strong, the employee will not think anymore to leave the place.

This relationship will make the individual feel bound and difficult to break away from the community. In the work environment, this relationship can be formed both from within the work environment and from outside the work environment. According to (Mitchell et al. 2011) job embeddedness has three dimensions, including:

1. Fit, is the suitability or comfort of employees with the environment or organization where they work.

2. Link, is a formal or informal relationship between an employee and other individuals in the environment or organization where he works.

3. Sacrifice, is an assessment of the material burden or psychological benefits that arise when individuals do not leave the organization where they work.

Individuals who feel there is a strong bond (embedded) between themselves and their work and organization tend to have positive behavior in achieving organizational goals compared to individuals who feel less bond between themselves and the organization.

Resilience, according to the definition provided by the American Psychological Association (2014), which states that resilience is "the process of adapting well in the face of adversity, trauma, tragedy, threats or even significant sources of stress". Resilience is very relevant to organizations, given the changing nature of work and workforce, in various work contexts (Kossek and Perrigino, 2016).

Resilience in this study was measured using a resilience measuring tool which refers to the resilience aspects proposed by Campbell-Sills and Stein (2007) which refers to the Connor Davidson Resilience Scale (CD-RISC). According to Campbell-Sills and Stein (2007) resilience has two consistent dimensions:

1. Hardiness, generally describes individual toughness and ability to use a sense of humor when faced with a problem and describes the individual's ability to cope with changes to unexpected and stressful situations or conditions.

2. Persistence, describes the individual's persistence in achieving something, not giving up, confidence in one's abilities and working hard to achieve the desired goals even in difficult circumstances.

Cyberloafing, is the deliberate use of office email and internet that is not related to work by employees while working. (Henle & Blanchard, 2008) divides cyberloafing into two levels, namely minor and serious cyberloafing. Cyberloafing minor consists of sending or receiving personal email while at work such as headlines and financial internet sites and online shopping. Serious cyberloafing consists of visiting adult internet sites, monitoring privately owned internet sites and interacting with others through chat rooms, blogs and personal advertisements, playing online games and downloading music.

In this study Cyberloafing was measured using a cyberloafing scale which was arranged based on the aspects developed by Lim (2002), namely: browsing activities and activities related to e-mail. The higher the score on the cyberloafing scale, the better the cyberloafing behavior, on the contrary, the lower the score indicates the worse the cyberloafing behavior.

Organizational Citizenship Behavior, a form of behavior which is the behavior of individual choices and initiatives, is not related to the formal organizational reward system but increases the effectiveness of the organization in the aggregate. This means that the behavior is not included in the job requirements or job descriptions of employees so that if it is not displayed, they will not be given punishment by Organ (1983).

By reviewing the relevant literature of organizational citizenship behavior, the most relevant dimensions introduced by Organ (1988) are as follows:

1. Altruism, which is behavior to help alleviate work aimed at individuals in an organization.

2. Courtesy, namely helping colleagues, preventing problems related to their work by providing consultation and information and respecting their needs.

3. Sportsmanship, namely tolerance of less than ideal situations at work without complaining.

4. Civic virtue, which is involved in organizational activities and cares about the survival of the organization.

5. Conscientiousness, namely doing things that benefit the organization such as complying with the rules in the organization.

Employee performance, is the result of work achieved by a person based on job requirements, the requirements are commonly referred to as work standards, namely the expected level of a particular job to be completed and compared to the goals or targets to be achieved.

Employee Performance in this study is measured using indicators adopted from Setiawan and Kartika (2014: 147), i.e:

1. Accuracy in completing tasks is the management of time at work and also the accuracy of employees in completing work.

2. Suitability of working hours is the willingness of employees to comply with company regulations relating to timeliness of work entry/return and attendance.

3. The level of attendance can be seen from the number of absences of employees in a company during a certain period.

4. Cooperation between employees is the ability of employees to cooperate with others in completing a specified task so as to achieve maximum efficiency and usefulness.

Conceptual Framework and Research Hypotheses Figure 1 conceptual framework
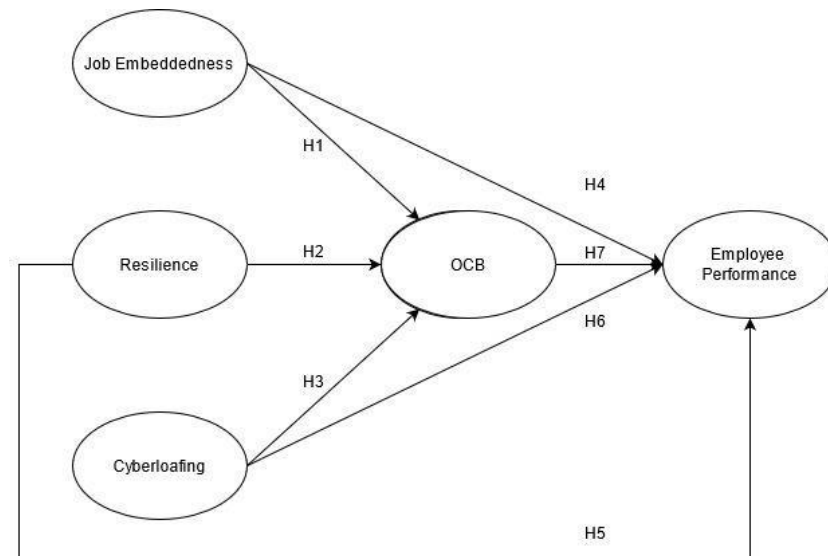
The following is a conceptual model that will be used as a flow of thought and as a basis for this research:

H1. Job embeddedness has a positive and significant effect on OCB for the education staff at UNTAG 45 Surabaya.

H2. Resilience has a positive and significant effect on OCB in UNTAG 45 Surabaya education personnel.

H3. Cyberloafing has a significant effect on OCB for the education staff at UNTAG 45 Surabaya.

H4. Job embeddedness has a positive and significant effect on employee performance in the UNTAG 45 Surabaya educational staff.

H5. Resilience has a positive and significant effect on employee performance at UNTAG 45 Surabaya education staff.

H6. Cyberloafing has a significant effect on employee performance at UNTAG 45 Surabaya education staff.

H7. OCB has a positive and significant effect on employee performance at UNTAG 45 Surabaya education staff.

III. RESEARCH METHODOLOGY

The type of data used in this study is quantitative data (in the form of respondents' opinions obtained by distributing questionnaires) so that it can be processed using statistics, in this study the data source uses primary and secondary data, for data processing techniques using SEM

applications with the AMOS program. the research was conducted at UNTAG Surabaya. The population in this study were all UNTAG employees who often used computers as many as 201 people scattered throughout the Division. The total sample in this study
134 respondents. This research was started from April 2020 to June 2020.

Independent variables
In this study, the independent variables are: 1. Job Embeddedness: To measure the level of Job Embeddedness in the employees of this study using a Likert scale. It uses indicators designed by Mitchel in three dimensions: fit, links, sacrifice (Mitchell et al. 2011: 153). 2. Resilience is measured by referring to the adapted CD-RISC scale. This resilience scale consists of 10 items and is grouped into two indicators, namely hardiness and persistence (Campbell-Sills & Stein 2007: 216). 3. Cyberloafing is measured using a scale based on the aspects developed by Lim (2002: 23), namely: browsing activities, activities related to e-mail.

Intervening variables
In this study as an intervening variable is Organizational Citizenship Behavior (OCB) OCB in this study identified five dimensions measured using a Likert scale including: altruism, civic virtue, conscientiousness, courtesy, sportsmanship (Organ 1983: 29).

Dependent variables
In this study the dependent variable is Employee Performance. In this study, it was measured using a Likert scale with four indicators adopted from Setiawan and Kartika (2014: 147), namely: Accuracy in completing tasks, suitability of working hours, level of attendance, cooperation between employees.

Research Instruments and Questionnaire Design
Data retrieval in this study was carried out through a personality questionnaire given to allow researchers to interact directly and provide the necessary explanations for respondents. The research questionnaire design consisted of 3 independent variables: Job embeddedness (J); Resilience (R); cyberloafing (C); 1 Dependent Variable is Employee Performance (K); 1 Intervening variable is Organizational Citizenship Behavior (O). The scale used in the questionnaire is a Likert scale, where the score range for each statement item is 1-5. For the answer "STS" with a value of = 1, "TS" with a value of = 2, "KS" with a value

= 3, "S" with a value = 4, "SS" with a value = 5

IV. Discussion and Result

Test the Measurement Model with Confirmatory Factor Analysis (CFA)
The measurement model testing stage is the stage of testing the validity and reliability of indicators on each of the exogenous and endogenous constructs. In this test, the indicator is declared valid if it has a loading factor> 0.6 and the construct is declared reliable if it has a CR value> 0.6 and AVE> 0.5.

a. Validity Test

Validity testing can be seen from the loading factor value. Based on the AMOS output, it can be seen in the flowchart on the parameters that have been standardized (standardized). An indicator is said to be valid if the loading factor is greater than 0.6.
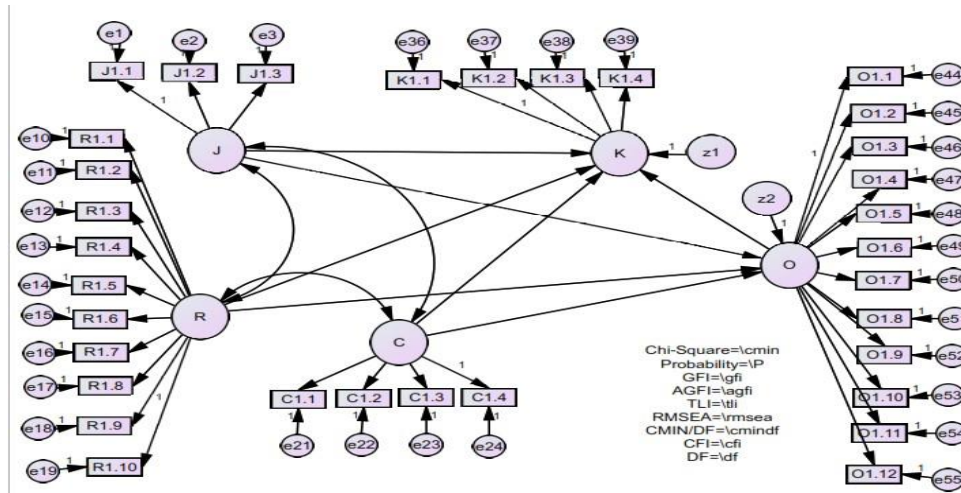
Test Model Measurement with CFA:

Figure 2 Test model validity measurement with CFA The following is a table of standardized loading factors for all indicators.

Table 1 Standardized Loading Factor Value

Indicator		Latent Variable	Estimate
J1.1	<---	J	0.651
J1.2	<---	J	0.718
J1.3	<---	J	0.818
R1.1	<---	R	0.496
R1.2	<---	R	0.187
R1.3	<---	R	0.152
R1.4	<---	R	0.662
R1.5	<---	R	0.759
R1.6	<---	R	0.691
R1.7	<---	R	0.206
R1.8	<---	R	0.243
R1.9	<---	R	0.780
R1.10	<---	R	0.785
C1.1	<---	C	0.942
C1.2	<---	C	0.668
C1.3	<---	C	0.064
C1.4	<---	C	0.954

O1.1	<---	O	0.698
O1.2	<---	O	0.703
O1.3	<---	O	0.709
O1.4	<---	O	0.641
O1.5	<---	O	0.064
O1.6	<---	O	0.943
O1.7	<---	O	0.730
O1.8	<---	O	0.832
O1.9	<---	O	0.734
O1.10	<---	O	0.831
O1.11	<---	O	0.078
O1.12	<---	O	0.064
K1.1	<---	K	0.954
K1.2	<---	K	0.887
K1.3	<---	K	0.750
K1.4	<---	K	.682

It can be seen in table 1 that there is a loading

factor value that exceeds 0.60, some are less than 0.60 that means there are indicators that are declared invalid so that re-estimation must be done by eliminating these indicators.

Re-estimation is done by eliminating some of the indicators are at variable Resilience: R1.1, R1.2, R1.3, R1.7, R1.8 at variable OCB: O1.5,
O1.11, O1.12. The following are the results of re-estimation in this study.

Table 2 Standardized Loading Factor value re-estimated

Indicator		Latent Variable	Estimate
J1.1	<---	J	.653
J1.2	<---	J	.720
J1.3	<---	J	.816
R1.4	<---	R	.671
R1.5	<---	R	.745
R1.6	<---	R	.636
R1.9	<---	R	.811
R1.10	<---	R	.801
C1.1	<---	C	.942
C1.2	<---	C	.667
C1.4	<---	C	.955
O1.1	<---	O	.701
O1.2	<---	O	.699
O1.3	<---	O	.711
O1.4	<---	O	.643
O1.6	<---	O	.944
O1.7	<---	O	.731
O1.8	<---	O	.832
O1.9	<---	O	.730
O1.10	<---	O	.833
K1.1	<---	K	.958
K1.2	<---	K	.898
K1.3	<---	K	.757
K1.4	<---	K	.686

The results of re-estimation in table 2, the loading factor value of all indicators is more than 0.60. Thus it can be concluded that all indicators are declared valid and the model evaluation process can be continued.

Average Variance Extracted (AVE) According to Fornell and Larcker (1981) in Ghozali (2014: 45) recommends the use of

AVE for a criterion in assessing convergent validity.
The square root of average variance extracted (AVE) value. The recommended value is above 0.5. The following is the AVE value in this study.

Table 3 Average Variance Extracted (AVE)

Latent Variable	AVE
Job Embeddedness	0.537
Resilience	0.542
Cyberloafing	0.749
OCB	0.583
Employee Performance	0.692

Based on table 3, most of the latent variables have AVE values greater than 0.5. This means that the latent variable already has a good convergent validity which means that it meets a good standard of validity.

b. Reliability Test

The reliability test uses the construct reliability value whose value must be greater than 0.6. This shows that the indicators have a consistent level of measuring their respective latent variables:

Table 4 Construct Reliability Value

Latent Variable	CR
J	0.726
R	0.749
C	0.824
O	0.854
K	0.829

All of the above variables have a reliability value above 0.60, and it can be interpreted that each indicator has consistency in measuring its respective latent variables.

Structural Model Evaluation Testing
Goodness of fit test

The results of the suitability of the model (goodness of fit test) are used to see whether the model developed is in accordance with the available data.

The test results show the feasibility of the model in the table below:

Table 5 Goodness of fit test

Indicator	Cut of value	Estimate	Information
Chi-square	Close to zero	214.039	Unwell
CMIN/DF	≤ 2.00	2.105	Unwell
Probability Level	≥ 0.05	0.000	Unwell
GFI	≥ 0.90	0.712	Marginal
AGFI	≥ 0.90	0.932	Fit
CFI	≥ 0.90	0.881	Close to fit
TLI	≥ 0.90	0.850	Close to fit
NFI	≥ 0.90	0.809	Close to fit
RMSEA	≤ 0.08	0.094	Marginal

It can be seen that there are several goodness-of-fit test criteria that show unwell results. Therefore it is necessary to modify the model by forming a covariance between errors. This test is carried out in stages until you find the right model (fit).
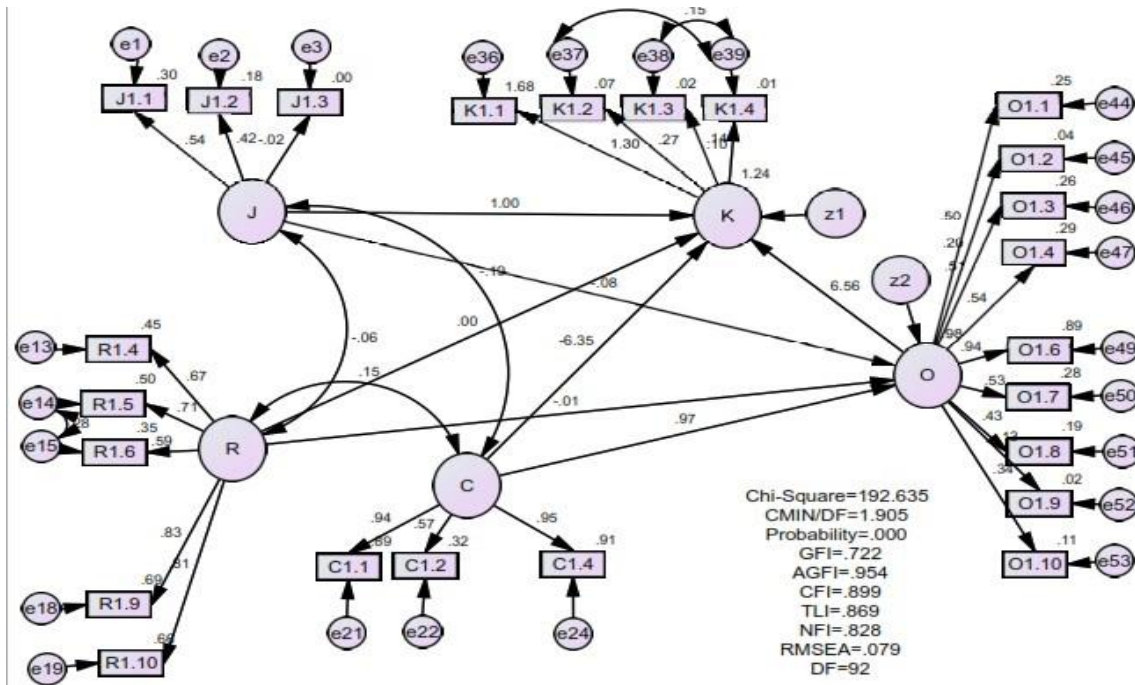

Figure 3 Model structural test with model modification

Table 6 Goodness-of-fit test results with model modification

Indicator	Cut of value	Estimate	Information
Chi-square	Close to zero	192.635	Unwell
CMIN/DF	≤ 2.00	1.905	Fit
Probability Level	≥ 0.05	0.000	Unwell
GFI	≥ 0.90	0.722	Marginal
AGFI	≥ 0.90	0.954	Fit
CFI	≥ 0.95	0.899	Close to fit
TLI	≥ 0.90	0.869	Close to fit
NFI	≥ 0.90	0.828	Close to fit
RMSEA	≤ 0.08	0.078	Fit

The results of the SEM model goodness-of-fit test are described in Table 6. Show that the model used is acceptable. The value of the RSMEA test criteria is in the expected value range of 0.078. From several model feasibility tests, the model is said to be feasible if at least one of the model's feasibility test methods is met (Hair et al, 1998 in Haryono et al, 2012).

In an empirical study, a researcher is not required to meet all the goodness of fit criteria, but it depends on the judgment of each researcher. The chi square value in this study is 192,635.

According to Sobron in Haryono (2012), Chi-Square cannot be used as the only measure of the fit of the whole model, one reason is because chi-square is sensitive to sample size. As the sample size increases, the chi-square value will also increase and lead to rejection of the model even though the difference between the sample covariance matrix and the model covariance matrix is minimal or small.

From the results of the output of Table 6 for the model suitability test criteria, some of the criteria are at a marginal value, which can be interpreted as the condition for the suitability of the measurement model under the criteria for absolute fit and incremental fit, but it can still be continued in further analysis because it is close to the good fit criteria (Seguro, 2008 in Fitriyana et al, 2013).

Hypothesis testing

The next step is the analysis of the structural model relationship or hypothesis testing. To analyze more clearly the structural model in this study can be seen in table 7. The level of significance in this study is 5%.

Table 7 Hypothesis Testing

Hypothesis	Latent Variable Relationships	Estimate	SE	P
1	*Job Embeddedness* --> OCB	0.403	0.114	0.042
2	*Resilience* --> OCB	0.566	0.217	0.124
3	*Cyberloafing* --> OCB	0.645	0.278	0.028
4	*Job Embeddedness* --> Kinerja	0.475	0.284	0.038
5	*Resilience* --> Kinerja	0.396	0.209	0.046
6	*Cyberloafing* --> Kinerja	-0.549	0.077	0.158
7	*OCB* --> Kinerja	0.547	0.235	0.033

H1. The influence between Job Embeddedness on OCB has a p value of 0.042 (<0.05) so Ho is rejected, meaning that Job Embeddedness has a significant effect on OCB in the UNTAG Surabaya education staff. The estimate value shows a positive value of 0.403, meaning that the more the Job Embeddedness increases, the OCB behavior will also increase.

H2. The effect of resilience on OCB has a p value of 0.124 (> 0.05), so Ho is accepted, meaning that resilience does not have a significant effect on OCB in the education staff at UNTAG Surabaya.

H3. The influence between Cyberloafing on OCB has a p value of 0.028 (<0.05) so Ho is rejected, meaning that Cyberloafing has a significant effect on the OCB of education staff at UNTAG Surabaya. The estimate value shows a positive value of 0.645, meaning that the more cyberloafing increases, the OCB behavior will also increase.

H4. The influence between Cyberloafing on OCB has a p value of 0.028 (<0.05) so Ho is rejected, meaning that Cyberloafing has a significant effect on the OCB of education staff at UNTAG Surabaya. The estimate value shows a positive value of 0.475, meaning that the more the Job Embeddedness increases, the better the performance.

H5. The effect of resilience on employee performance has a p value of 0.046 (<0.05) so Ho is rejected, meaning that resilience has a significant effect on performance for the education staff at UNTAG Surabaya. The estimate value shows a positive value of 0.396, meaning that the increased resilience, the better the performance

H6. The influence between cyberloafing on employee performance has a p value of 0.158 (> 0.05) so Ho is accepted, meaning that Cyberloafing does not have a significant effect for the education staff at UNTAG Surabaya.

H7. The influence between OCB on employee performance has a p value of 0.033 (<0.05) so Ho is rejected, meaning that OCB has a significant effect on performance for the education staff at UNTAG Surabaya. The estimate value shows a positive value of 0.547, meaning that the more OCB increases, the better the performance.

V. Conclusions

Job Embeddedness has a positive and significant effect on OCB for the education staff at UNTAG Surabaya
Job Embeddedness describes how a person becomes immersed in their environment and connected through many networks in their background and environment, so that they become difficult to separate from their surroundings. Employees who are comfortable in dealing with other employees will make an employee not hesitate to help other employees who are experiencing difficulties, both personal and work-related. This embodies the altruistic dimension of OCB. This means that employees who have high job embeddedness will usually feel comfortable at work. In addition, employees will feel comfortable in dealing with work friends because they already have some similarities that make the employee said to be in a comfort zone (according to Aldenisa B.R (2019).

Resilience has no effect on OCB for the education staff at UNTAG Surabaya Podsakoff (1997: 64) states that someone who displays OCB behavior can be seen based on four factors, namely; individual characteristics, job/job characteristics, organizational characteristics, and leader behavior. Individual characteristics are one of the factors that can influence a person in displaying work behavior to bring out OCB behavior. That is, it is possible that the competence of employees at UNTAG depicts less than good competencies, this may be related to past recruitment that did not pay attention to competence but paid attention to the proximity factor. (In accordance with Luthans, F., Avolio, B. J., Avey (2015).

Cyberloafing has a significant effect on OCB for the education staff at UNTAG Surabaya. Cyberloafing has a significant effect on changes in the OCB variable in the UNTAG 45 Surabaya education staff. In other words, the employee's OCB behavior creates a feeling of guilt so that the employee tries to compensate by bringing up behavior that exceeds the job description, namely OCB behavior (according to Lim & Rajah (2011)).

Job Embeddedness has a positive and significant effect on employee performance of the education staff at UNTAG Surabaya. This means that the more the Job Embeddedness increases, the better the performance. It can be interpreted that someone who really loves their job will try to do their best in every job. This will increase the individual's performance. (in accordance with Wheeler, Harris and Sabliyanski (2012). Individuals who feel there is a strong bond (embedded) between themselves and their work and their organizations tend to have positive behaviors in achieving organizational goals compared to individuals who do not feel there is a bond between themselves and the organization. who has an embeddedness job that will always try to always improve its performance.

Resilience has a positive and significant effect on employee performance of the education staff at UNTAG Surabaya.

Basically, resilience in the work environment reflects the individual's capacity to adapt to difficulties and withstand job demands (Kossek and Perrigino, 2016). It keeps the individual focused at work, and it will make the individual's performance always stable and better (according to Kumari & Sangwan, (2015)). Thus, employees who have high resilience will always create high performance as well.

Cyberloafing does not have a significant effect on employee performance of the education staff at UNTAG Surabaya.

Researchers found cyberloafing behavior at UNTAG SBY is still in a reasonable stage, they tend to do this when not during rush hours. This study is in line with the research of Koay et al. (2017). Employees who are bored/stressed with their jobs tend to use cyberloafing as an 'office toy' to escape from their work. In this case, the company indirectly offers the employees a break, which allows them to 'save themselves' and refocus their attention on a job.

OCB has a significant positive effect on employee performance of the education staff at UNTAG Surabaya.

This means that the higher the OCB, the better the performance. Because OCB is someone's wise behavior which is not directly or stated by the formal system, but this behavior can streamline organizational functions. OCB is positive towards performance that exceeds duties in the workplace and is carried out without any coercion from contributing and is not balanced. (In accordance with Johana Susanti Gunawan (2017)).

VI. Suggestions

Referring to the above conclusions, the authors provide suggestions:

1. Institutions need to always improve the Job Embeddedness of education personnel in the UNTAG 45 Surabaya environment, in terms of the work atmosphere and work environment, cooperation between educational personnel, freedom in work, facilities at work or anything that results in the personnel feel comfortable and attached to their work.

2. Cyberloafing behavior pattern that Internet usage behavior that is used for the exploration of a any Websites, online shopping, web investment, youtube and others merely as a recreational

media that can reduce the level of employment relative saturation can be tolerated as long as do not spend work time to education staff at UNTAG Surabaya.

3. Job embeddedness education staff or the attachment of the educational staff to the UNTAG 45 Surabaya institutions so that they do not think again to leave the institution. this needs to be improved. 4. Resilience, describe the level of the employee's ability to adapt to various difficulties, the stress of work, a variety of changes. Both need to be improved for all educational personnel at UNTAG 45 Surabaya, considering that both have an effect on employee performance.

4. OCB (Organizational Citizenship Behavior) needs to be done and always improved. If the OCB level increases, the performance of employees in the educational staff will also continue to increase in the UNTAG 45 Surabaya.

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