

A MODEL OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR IMPROVEMENT BASED ON INTRINSIC MOTIVATION AND ORGANIZATIONAL JUSTICE IN REGIONAL SECRETARIAT OF SEMARANG REGENCY

Ika Rusmawati^{1*}, Mutamimah^{2*}

* Affiliation:
^{1,2} Magister of
Management Program,
Sultan Agung Islamic
University

Abstract:

Good Organizational Citizenship Behavior (OCB) needs to be supported by a strong commitment from human resources since the stronger the employees' commitment, the higher the OCB will be. The improvement of Human Resource commitment needs to be supported by strong intrinsic motivation from human resources and organizational justice which is able to encourage human resources in improving organizational citizenship behavior (OCB). This study was conducted in Regional Secretariat of Semarang regency to 118 civil servants working there. Census was used as the sampling technique in this study in which every member of the population had the same opportunity to be taken as the research sample. Regressive analysis of path analysis model (path analysis) was used as the analysis technique. The research revealed that intrinsic motivation and organizational justice had a significant positive effect on organizational commitment and OCB, while commitment had a significant positive effect on OCB.

Keywords : intrinsic motivation, organizational justice, commitment and OCB.

INTRODUCTION

The success in the management of governmental organization is strongly determined by the productivity of human resources. This is because human resources play a very important role in improving the performance of a governmental organization. Therefore it can be said that developmental activities cannot be separated from the improvement of human resources. Basically human beings do not only play a role as the development objects but they also play roles as thinkers, planners, and development executors.

Akanbi and Ajayi (2014) argue that performance also means a person's achievement in which both the quantity and the quality are appropriate to the given responsibility. The work of a person will

give feedback to the person himself/herself. It makes him/her think that he/she will always be active in doing his/her work appropriately which is expected in resulting a good quality of work. Organizational Citizenship Behavior is a role of employees outside of their job descriptions that support the effectiveness of organizational activities (Shaiful and Ali, 2005). Satisfied employees are more likely to speak positively about the organization, help others, and make their work performance beyond the ordinary expectations. In addition, satisfied employees may be more obedient to the call of duty because they want to repeat their positive experiences. In fact, there is an evidence which show that satisfaction affects the Organizational Citizenship Behavior (OCB) through the perception of justice. The concept of organizational justice is shown by two perspectives: procedural justice that focuses on the attention of employees “how decisions are made” and distributive justice that refers to the perception of employees’ justice towards the work of employees (Akhbari et al., 2013).

Chu and Shan (2007) state that individuals are interested in and comfortable to the organization due to the similarity of characteristics between the two. Chu and Shan, (2007) finds that the development of carrier and management will improve the motivation of customer’s orientation behavior of the workers. Rizal et al. (2014) states that organizational justice is all incomes in the form of money, directly or indirectly received by employees as rewards or services provided to the institution. Akanbi and Ajayi (2014) express that motivation is a process that explains the intensity, direction and persistence of effort to achieve certain goal. Motivation is important because by having motivation every individual is expected to work hard and be enthusiastic in achieving high standard of OCB. Meanwhile, Matlhis and Jackson (2002) illustrate that motivation is an important factor influencing how and why people work in a certain organization. The compensation that is based on performance and employee skills seems to satisfy employees, so that employees are motivated to improve their performance and develop their skills.

OCB helps transform a formal organizational atmosphere into an atmosphere that is slightly relax and full of cooperation. It is expected that in such an atmosphere the tension among the employees can be reduced and the employees’ productivity can be improved so that so that effectiveness will be achieved efficiently. The situation is also justified by Akhbari et al. (2013) which explains that OCB can facilitate the social life in an organization. OCB is explicitly described as something beneficial for employees in organizational life (Shaiful and Ali, 2015). Based on the description above, it is clear that a good OCB needs to be supported by strong commitment from human resources. The more committed the employees, the higher the OCB will be. The improvement of human resources commitment has to be supported by strong intrinsic motivation from human resources and organizational justice that are to encourage human resources in improving organizational citizenship behavior (OCB).

Based on the research gap between the study conducted by Ghanbari and Eskandari (2014) that reveals that intrinsic motivation will increase OCB and the study conducted by Santos (2015) that indicates that intrinsic motivation is not significant to OCB, then the conditions in the Regional Secretariat of Semarang, the problems of the research can be formulated. The problem in this research is the increase of employees’ absence due to the low motivation. The increase of absence requires a high OCB so that the functional vacuum of an employee could

be replaced by another employees. This condition causes the existence of intrinsic motivation effects on the OCB and this becomes the early indicator which causes the low level of OCB.

LITERATURE REVIEW

Intrinsic Motivation

In management, intrinsic motivation is only directed to human resources in general and subordinates in particular. Intrinsic motivation also focuses on how to direct employees' power and potential to achieve the decided plan. The role of motivation in supporting the fulfillment of achievement needs is definitely important. In other words, motivation has a positive relationship to a better work performance and vice versa. Intrinsic motivation is a motivation that does not necessarily require the stimulation from the outside because it exists in the individual itself which in line with its' needs. Meanwhile extrinsic motivation exists because of the existence of stimulant form the outside, for example in educational field, a desire to learn something appears once a person realizes the benefit of it. Intrinsic motivation is stronger than extrinsic motivation. Therefore it is not surprising when human resources have high motivation, they will have high performance in work at the same time. Based on the explanation, a hypothesis can be formulated as follows:

H1: If intrinsic motivation increases, affective commitment increases

Akanbi and Ajayi (2014) explain that motivation is a process that explains the intensity, direction and persistence of effort to achieve certain goal. Meanwhile, Samsudin (2005) defines motivation as a process of influencing or encouraging externally to a person or a group of employees so that they want to do something that has been established. Motivation is important because by having motivation every individual is expected to work hard and be enthusiastic in achieving high standard of OCB. Akanbi and Ajayi (2014) show that intrinsic motivation has a positive effect on OCB.

H2: If intrinsic motivation increases, OCB increases

Justice Organizations

Organizational justice in the Islamic view indicates that managers who have a high commitment to the Islamic organization justice will tend to have a moderate tendency toward individualism. Employees who are treated unfairly will try to take over the assets of the organization as ato balance the inequalities of the distribution of the resources they receive. Unfairness perceived by the employees will create the willingness to seek opportunities to improve their own welfare, even if they are unethical (Rokhman, 2015). Based on the description, a hypothesis can be formulated as follows:

H3: When organizational justice increases, affective commitment increases.

The implementation of an organizational rewarding system has an important impact on employees' attitudes and behavior (Chiu and Tsai, 2007). Organizational justice to employees motivates employees to work harder to improve the organizational performance overall. Alkahtani (2015) states that whenever an organization has a system of reward and fairness,

by giving bonuses related to performance, it can encourage an employee to perform civic behavior. Employees are motivated to focus on achieving the organization's goal of achieving profitability.

Organizational Justice

Khanifar et al. (2013) finds that organizational justice based on performance has a positive effect on organizational citizenship behavior. This research explains the characteristics and objectives of the organizational reward system that will have an impact on employees' civic behavior. One of them is performance-based justice. The work units or employees have targets that have been set out in the early period of assessment, and the results are reviewed formally in the mid-term and the end of periods, then evaluation is conducted and rewards are given for their performance in a fair manner. The formulation of hypothesis 4 is supported by previous research conducted by Alkahtani, Ali. (2015); Organs, (1993); and Khanifar et al. (2013). Based on the description, hypothesis 4 can be formulated as follows:

H4: If organizational justice increases, OCB increases.

Affective Commitment

Affective commitment is based on behaviors which mainly come from the inadequacy of employees skills so that employees leave the organization that binds them. When commitment is exemplified as a function of trust to the organization and work experience, the character of the organization should be a factor affecting human resources' trust on the organization. Therefore, at the level of HR commitment; work characteristics should be the main factors affecting the satisfaction of work and performance of human resources. Mohamed (2012) identifies that there is a significant positive relationship between sustainable commitment and Organizational Citizenship Behavior (OCB). Meyer et al. (1993) in Mohammed (2012), studied the relationship between Organizational Citizenship Behavior (OCB) and commitment including affective and normative commitment among employees. Based on the explanation, hypothesis 5 can be formulated as follows:

H5: If affective commitment increases, OCB increases.

Conceptual framework

Based on the literature review, it can be explained that good OCB needs to be supported by a strong commitment of human resources. The stronger the employees' commitment, the higher OCB will be. The improvement of human resource commitment needs to be supported by strong intrinsic motivation from them and organizational justice that can encourage them to work better in order to improve OCB.

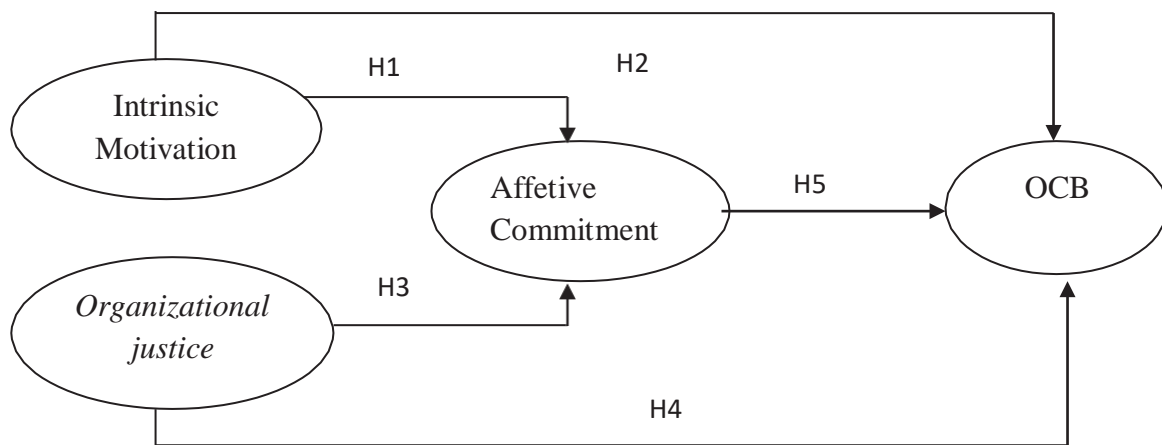


Figure 1. Conceptual Framework

RESEARCH METHOD

This study was conducted in Regional Secretary of Semarang regency to 118 civil servants working there. Census was used as the sampling technique in this study in which every member of the population had the same opportunity to be taken as the research sample. Regression analysis of path analysis model (path analysis) was used as the analysis technique.

RESEARCH RESULTS AND DISCUSSION

The regression equation for regression analysis results in the first model can be explained as follows:

$$\text{Affective Commitment} = 0.249 \text{ Intrinsic Motivation} + 0.857 \text{ Organizational Justice}$$

Based on the above equation, it can be explained that intrinsic motivation is able to increase affective commitment by 0.249. The direction of positive regression coefficient shows the positive influence of intrinsic motivation to affective commitment. This indicates that employees who have strong intrinsic motivation have stronger affective commitments. Organizational justice is able to increase affective commitment by 0.857. The direction of positive regression coefficient indicates the positive effect of organizational justice on affective commitment. This indicates that organizations with high organizational justice can increase employees' affective commitment.

The regression equation for regression analysis results in the second model can be explained as follows:

$$\text{OCB} = 0.470 \text{ Intrinsic Motivation} + 0.312 \text{ Organizational Justice} + 0.258 \text{ Affective Commitment}$$

Based on the above equation, it can be explained that intrinsic motivation is able to increase the OCB by 0,470 and the direction of positive regression coefficient shows the existence of positive effect of intrinsic motivation to OCB. This indicates that strongly self-motivated employees are able to improve their OCB. Organizational justice is able to increase OCB by 0,312 and the direction of positive regression coefficient indicates the positive effect of organizational justice to OCB. This implies that organizations with high organizational justice

can improve OCB. Affective commitment is able to increase OCB by 0,258, the direction of positive regression coefficient indicates the positive effect of organizational justice on affective commitment. This result shows that organizations with high organizational justice can increase employees' affective commitment.

To test hypothesis by using t-test, regression analysis is required. The summary of data processing results using SPSS program for t-test is as follows:

Table 4. T-test

No	Dependent Variables	Independent Variables	B	t _{statistic}	Sign	Explanation
1	Affective Commitment	Intrinsic Motivation	0.249	2.014	0.045	H1 Accepted**
2	Affective Commitment	Organizational Justice	0.857	11.257	0.000	H2 Accepted**
3	OCB	Intrinsic Motivation	0.470	5.160	0.000	H3 Accepted*
4	OCB	Organizational Justice	0.312	2.327	0.024	H4 Accepted*
5	OCB	Affective Commitment	0.258	2.186	0.031	H5 Accepted*

Source: Regression Output Result, 2017

From Table 4, multiple linear regression equation can be explained as the following.

1. The Effect of Intrinsic Motivation (X1) on Affective Commitment (Y)

Based on partial test, X_1 (intrinsic motivation) variable has a regression coefficient of 0.249, $t_{\text{statistic}}$ score of 2.014 with significance of 0.045. Because $t_{\text{statistic}}$ is higher than t_{table} ($t_{\text{statistic}} 2,014 > t_{\text{table}} 1,96$), H_0 is rejected and H_a is accepted. This shows that intrinsic motivation variable has a significant effect on affective commitment, then hypothesis 1 is acceptable. The direction of the positive regression coefficient indicates a positive effect of intrinsic motivation on affective commitment. This indicates that employees who have strong intrinsic motivation have stronger affective commitments.

2. The Effect of Organizational Justice (X2) on Affective Commitment (Y)

Based on partial test, X_2 (organizational justice) variable has a regression coefficient of 0.857, $t_{\text{statistic}}$ of 11.257 with a significance of 0.000. Because $t_{\text{statistic}}$ (11.257) is higher than t_{table} (1.96) ($t_{\text{statistic}} > t_{\text{table}}$), H_0 is rejected and H_a is accepted. This describes that organizational justice variable has a significant effect on affective commitment, then hypothesis 3 is acceptable. The direction of the positive regression coefficient shows the positive effect of organizational justice on affective commitment. This implies that organizations with high organizational justice can increase employees' affective commitment.

3. The Effect of Intrinsic Motivation (X1) to OCB (Y)

Based on partial test, X_1 (intrinsic motivation) variable has a regression coefficient of 0.470, $t_{\text{statistic}}$ of 5.160 with significance of 0.000. Because $t_{\text{statistic}}$ (5.160) is higher than t_{table} (1.96) ($t_{\text{statistic}} > t_{\text{table}}$), H_0 is rejected and H_a is accepted. This result indicates that intrinsic motivation variable has significant effect on OCB, then hypothesis 2 is accepted. The direction of positive regression coefficient implies a positive influence of intrinsic motivation on OCB.

This indicates that strongly self-motivated employees are able to improve OCB.

4. Effect of Organizational Justice (X2) on OCB (Y)

Based on the partial test, X2 (organizational justice) variable has a regression coefficient of 0.312, tstatistic of 2.327 with a significance of 0.024. $T_{\text{statistic}}$ (2.327) is higher than t_{table} (1.96) ($t_{\text{statistic}} > t_{\text{table}}$), so that H_0 is rejected and H_a is accepted. This shows that organizational justice variable has a significant effect on OCB, then hypothesis 4 is accepted. The direction of the positive regression coefficient indicates the positive effect of organizational justice on OCB. This result indicates that organizations with high organizational justice can improve OCB.

5. Effect of Affective Commitment (X2) on OCB (Y)

Based on the partial test, X2 (affective commitment) variable has a regression coefficient of 0.258, tstatistic of 2.186 with a significance of 0.031. $T_{\text{statistic}}$ (2.186) is higher than t_{table} (1.96) ($t_{\text{statistic}} > t_{\text{table}}$), so that H_0 is rejected and H_a is accepted. This result suggests that the affective commitment variable has a significant effect on OCB, then hypothesis 5 is accepted. The direction of positive regression coefficient indicates a positive influence of affective commitment to OCB. This indicates that employees with high affective commitment are able to improve OCB.

The overall regression test was done by using F test. This test was conducted using 5% significance level.

Table 5. F-Test Equations 1

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.467	3	20.489	40.953	0.000
	Residual	50.531	101	500		
	Total	111.998	104			

The result of the f-test shows that the feasibility of the model has an estimated F of 40.953 with a significance of 0,000. It means that if F statistic (40.953) is higher than F table (1.96) and the significance value (0.000) is lower than 0.05, it is indicated indicated that the model is appropriate to be examined.

Table 6. F-Test Equation 2

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	64.925	2	32.463	108.448	0.000
	Residual	30.532	102	0.299		
	Total	95.457	104			

The result of the f-test shows that the feasibility of the model has an estimated F of 108,448 with a significance of 0,000, meaning that if F statistic (108.448) is 108.448 higher than F table (1.96) and the significance value (0.000) is lower than 0.05, it indicates that the model is suitable to be examined.

Coefficient of determination is an indicator of the effect of independent variables on the dependent variable. The coefficient of determination is shown by value of adjusted R2.

Table 7. Measurement Model

No	Dependent Variable	Independent Variable	R ²
1	Affective Commitment	Intrinsic Motivation and Organizational Justice	0,674
	OCB	Intrinsic Motivation, Organizational Justice and Affective Commitment	0,535

Source: Multiple Regression Analysis Results Output (2017)

Coefficient of determination is an indicator of the effect of independent variables on the dependent variable. The coefficient of determination is shown by adjusted R2 value. The result of adjusted R2 value is 0,674. This implies that 67.4% of affective commitment can be explained by intrinsic motivation and organizational justice, while the remaining 32.6% affective commitment is influenced by other variables which are not included in this model. This result implies that affective commitment is not only influenced by intrinsic motivation and organizational justice, but there are other variables that affect affective commitment.

The result of adjusted R2 value is 0,674. This indicates that 53.5% of OCB can be explained by intrinsic motivation, organizational justice, and affective commitment while the remaining 46.5% OCB is influenced by other variables which not included in this model. This result describes that OCB is not only influenced by intrinsic motivation, organizational justice, and affective commitment but there are other variables that influence OCB.

DISCUSSIONS

Based on the result of the test, hypothesis 1 is accepted, in which the direction of positive regression coefficient shows the positive influence of intrinsic motivation on affective commitment. This result shows that employees who have strong intrinsic motivation have stronger affective commitment. Employees who have intrinsic motivation want to be given a challenge to achieve certain goals, an opportunity to contribute to their work company, and an opportunity to reach all of their potential in the workplace.

Employees having motivation to achieve success in the implementation of their duties will be increasingly encouraged to have a sense of belonging to the organization or a willingness to be part of the organization. Similarly, employees having a strong sense of responsibility for their work will further improve their performance and their sense of belonging. Employees who have a strong desire to develop their competencies and skills within the organization will improve their performance and feel happiness of being a part the organization for they feel that they are able to develop their competencies and skill within the organization. The results of this study support a research conducted by Kreitner and Kinicki (2012).

Based on the result of the test, hypothesis 2 is accepted in which the direction of positive regression coefficient shows a positive effect of intrinsic motivation on OCB. This indicates that employees who have strong intrinsic motivation are able to improve OCB. Motivation is important because by having motivation every individual is expected to work hard and be

enthusiastic in achieving high standard of OCB. Employees having a strong desire to achieve success in the implementation of their duties will further improve their performance and they will even be willing to complete other work that is not their main duty in order to achieve the organizational success. Employees having great responsibility for tasks and works assigned to them will further enhance their performance to achieve the organizational goals. In the same way, employees with a strong desire to develop their competencies and skills will be increasingly encouraged to improve their performance. Then, they will try to obey all of the regulations and procedures applied in the organization for the sake of the improvement of the organization which will also facilitate the development of their competencies and skills. This is a phenomenon in the Regional Secretariat of Semarang Regency where the employees feel that their strong motivation to achieve successes, responsibility, and development of competence are able to enhance their performance to help colleagues' work such as submitting reports and obeying the rules and procedures applied in the organization in order to achieve the improvement of the organization. These findings support Rokhman's research, (2015).

Based on the result of the test, hypothesis 3 is accepted in which the direction of positive regression coefficient shows the positive effect of organizational justice on affective commitment. This denotes that organizations with high organizational justice can increase employees' affective commitment. Organizational justice in the Islamic view indicates that managers who have a high commitment to the Islamic organization justice will tend to have a moderate tendency toward individualism. Employees who are treated unfairly will try to take over the assets of the organization as to balance the inequalities of the distribution of the resources they receive. Unfairness perceived by the employees will create the willingness to seek opportunities to improve their own welfare, even if they are unethical. Employees who feel that they are treated fairly by given opportunities to develop their career, to express their opinions both in the form of suggestions and inputs which support the success of the organization, to have a good relationship with employers, and to get facilities supporting the implementation of their work, will feel happiness of being a part of the organization, feel a sense of belonging and try to increase their performance for the improvement of the organization. Similarly, this condition happens in the Regional Secretariat of Semarang regency where employees feel that they are treated fairly in the organization. As a result they will increase their affective commitment within the organization. The results of this study support a study conducted by Akanbi and Ajayi (2014).

Based on the result of the test, hypothesis 4 is accepted in which the direction of positive regression coefficient describes the positive effect of organizational justice on OCB. This condition indicates that organizations with high organizational justice can improve OCB. Performance-based organizational justice has a positive effect on organizational citizenship behavior. This study describes the characteristics and objectives of the organizational reward system that will have an impact on employees' civic behavior. One of them is performance-based justice. The work units or employees have targets that have been set out in the early period of assessment, and the results are reviewed formally in the mid-term and the end of periods, then evaluation is conducted and rewards are given for their performance in a fair manner. By having this system, employees will be encouraged to try to increase their extra

performance in order to support the improvement of the organization. The results of this study support the study done by Alkahtani, Ali. (2015); Organs, (1993); and Khanifar et al. (2013).

The result of hypothesis testing shows that hypothesis 5 is accepted. The direction of positive regression coefficient indicates a positive effect of affective commitment on OCB. This result is able to explain that employees having high affective commitment are able to improve OCB. Affective commitment is based on behaviors which mainly come from the inadequacy of employees skills so that employees leave the organization that binds them. When commitment is exemplified as a function of trust to the organization and work experience, the character of the organization should be a factor affecting human resources' trust on the organization. Therefore, at the level of HR commitment; work characteristics should be the main factors affecting the satisfaction of work and performance of human resources. The results of this study support the previous research conducted by Mohammed, (2012).

The result of calculation of direct effect, indirect effect and total effect in this research can be explained as follows:

Table 7. Direct, Indirect and Total Effects

Variable	Effect	Intrinsic Motivation	Organizational Justice	Affective Commitment
Affective Commitment	Direct	0,249	0,857	.
	Indirect	.	.	.
	Total	0,249	0,857	.
OCB	Direct	0,470	0,312	0,258
	Indirect	0,064	0,221	.
	Total	0,534	0,533	0,258

Based on Table 4.5 above it can be explained that the direct effect of intrinsic motivation to OCB is higher than the indirect effect to OCB in which direct effect is 0.470 and the indirect effect is 0.064. This indicates that employees having high intrinsic motivation will work better and have a high commitment to improve OCB.

The direct effect of organizational justice to OCB is higher than the indirect effect to OCB, in which the direct effect is 0.312 and the indirect effect is 0.221. This suggests that employees who are treated fairly with organizational justice will work better and have higher commitment to improve OCB.

CLOSING

This part describes the conclusions of the research findings, managerial implications, research limitations, and future research agenda.

HYPOTHESIS CONCLUSIONS

Based on the calculation of multiple regression with SPSS program version 22.0, the hypothesis conclusions can be drawn as follows:

1. Affective commitment is built by indicators of intrinsic motivation that include achievement, recognition, work it self, responsibility and advancement.
2. Affective commitment is built by organizational justice indicators that include incentive increments, career opportunities, opportunities to express opinions, relationship between superiors and subordinates, and facilities provided.
3. Organizational behavior is built by indicators of intrinsic motivation including achievement, recognition, work it self, responsibility and advancement.
4. Organizational behavior is built on organizational justice indicators that cover incentive increments, career opportunities, opportunities for voicing opinions, the relationship between superiors and subordinates, and the facilities provided.
5. Organizational citizen behavior is built by indicators of affective commitment including strong sense of belonging with the organization, sense of being proud of giving information about the organization to others, and sense of happiness to work in the organization until the retirement period.

PROBLEM FORMULATION CONCLUSIONS

Based on the significant support of hypothesis testing, the research problems have been addressed, which resulted in 2 development of the improvement behavior of organizational members as the following:

- First, steps to improve the organizational citizenship behavior which are reinforced by intrinsic motivation through the mediation of affective commitment
- Second, steps to increase the organizational citizenship behavior which are reinforced by organizational justice through the mediation of affective commitment

MANAgERIAL IMPLICATIONS

The managerial implications in this study can be explained through the following points:

The Regional Secretariat of Semarang regency needs to increase the intrinsic motivation of the employees through trainings, rotations and rewards. This organization needs to provide periodical training to the employees to increase their motivation. The organization also needs to do rotation to provide refreshment to the employees so that they will not get saturated with their work.

Regional Secretariat in Semarang regency needs to increase affective commitment through education and training that make the employees able to master their work. Assigning tasks systematically is able to provide good OCB. This government organization needs to provide wide opportunity for employees to develop their ability and knowledge by giving such opportunities as joining trainings regularly, continuing study either through scholarship given by the organization or through the employees' own budget, and giving promotion for those who are potential.

Regional Secretariat of Semarang needs to increase organizational justice through increasing the employees' competencies and skills to be more innovative in performing their work. Employees who are able to improve their competencies and skills, their welfare will be increased as well. This organization also needs to provide equal rewards for employees by

providing salary and allowances according to the achievement of the work. Take for example, giving *THR*, providing leave allowance, and arranging family gathering once a year for improving the relationship among employees' family.

LIMITATIONS OF RESEARCH

Some of the limitations of the research that can be drawn from this research are as follows. Variables that explain the organizational citizenship behavior in Regional Secretariat of Semarang regency are still low. This is indicated by coefficient determination value which is low. The results of this study and the limitations found in the research can be a source of ideas for the development of this research in the future. Thus the researcher suggests to add independent variables that affect the organizational citizenship behavior. The recommended variables are: task variation, work experience, control and so forth.

REFERENCE

- Akanbi, Paul Ayobami; and Ajayi Crowther, 2014, "Influence of Intrinsic and Extrinsic Motivation on Employees Performance", **Working Paper Servicess in Business Administration**
- Akhbari, Maryam; Negar Tabesh; and Vahid Ghasemi, 2013, "Perceived Organizational Justice, Job Satisfaction, and OCB: How Do They Relate To Each Other", **Journal of Basic and Applied Scientific Research**
- Alamzeb Aamir; Khawaja Jehanzeb; Anwar Rasheed; Omair Mujahid Malik, 2012, "Compensation Methods and Employees Motivation", **International Journal of Human Resources Studies**
- Asim, Masood, 2013, "Impact of Motivation on Employee Performance WithEffect of Training", **International Journal of Scientific and Research Publication**
- Chu, Hui Chin and Shan Chih Chang, 2007, "A Study of Career Development, Learning Motivation, Learning Satisfaction ofAdult Learners", **Working Paper Servicess in Business Administration**
- Chiu, Li Yueh and Tsai Ping Ping, 2007, "Examining the Effect of Organization Cyulture and Leadership Behaviors on Organizational Commitment, Job Satisfaction, and Job Performance at Small and Middle-sized Firms of Taiwan", **The Journal of American Academy of Business.**
- Dana, Mubasyir Hasanbasri, 2007, "Hubungan Kepuasan Kerja dan Komitmen afektif Dengan OCB di Politeknik Kesehatan Banjarmasin", **Working Paper Serries**
- Fuad Mas'ud, 2004, **Survai Diagnosis Organisasional (Konsep dan Aplikasi)**, Badan Penerbit Universitas Diponegoro.
- Ghanbari, Siroos and Asghar Eskandari, 2014, "Organizational Climate, Job Motivation and OCB", **International Journal of Management Perspective**

- Ghozali, 2011, **Aplikasi analisis Multivariate dengan Program SPSS**, Badan Penerbit UNDIP , Semarang.
- Hair, J.F., Jr., R.E. Anderson, R.L., Tatham & W.C. Black, 1995, **Multivariate Data Analysis With Readings**, Englewood Cliffs, NJ: Prentice Hall.
- Hafiza, Nadia Sajad; Syed Sohaib Syah; Humeera Jamsheed; and Khalid Zaman, 2011, “Relation Between Rewards and Employee Motivation”, **Business Intelligence Journal**.
- Hameed, Abdul; Muhammad Ramzan; Hafiz M Kashif Zubair; Ghazanfal Ali, and Muhammad Arslan, 2014, “Impact of Compensation on Employee Performance”, **International Journal of Business and Social Science**
- Huei, Tan Yew; Nur Naha Abdul Mansor; and Huam Hon Tat, 2014, “Role of OCB and Demographic Factors in The Relationship of Motivation and Employee Performance”, **Omnia Science**
- Khanifar, Hossein; Seyed Reza Razavi Saeedi; and Samereh Shojaee, 2013, “Managements Citizenship Behavior: Definitions, Formations and The Consequences in Organization”, **International Journal of Business and Social Science**
- Lawrence, Janet; Molly Ott; and Alli Bell, 2011, “Faculty Organizational Commitment and Citizenship”, **Working Paper Services in Business Administration**
- Mwanje, Sarah MKN, 2004, “Career Development and Staff motivation in The Banking Industry”, **Journal of Management**
- Organ, Dennis W, and Robert H. Moorman, 1993, “Fairness and Organizational Citizenship Behavior : What Are The Connections?”, **Social Justice Research**, Vol 6, No 1
- Patrick, Andrew Harold, and Amit Kumar, 2011, “Career Management, Employee Development and Performance in Indian Information Technology Organizations”, **Journal of Management**
- Perkins, Stephen J, 2014, “Fostering Organizational Citizenship Behavior in UK Banks”, **Journal of Management**
- Rifai, Harif Amali, 2005, “A Test of the Relationships Among Perceptions of Justice, Job Satisfaction, Affective Commitment and OCB”, **Gadjah Mada International Journal of Business**, May-August. Vol. 7. No. 2 p. 131-154
- Rizal, Muhammad; MSyafii Idrus; Djumahir dan Rahayu Mintarti, 2014, “Effect of Compensation on Motivation, Organizational Commitment on Employee Performance”, **International Journal of Business and Management Invention**
- Robbins, Stephen, 2007, **Perilaku Organisasi**. Prentice Hall, PT Indeks Kelompok Gramedia, Edisi Bahasa Indonesia, Edisi Kesepuluh
- Rokhman, Wakhibur, (2015), “Etika kerja Islam dan keadilan organisasi,” **Jurnal Penelitian**
- Santos, Lanie M, (2015), “Leader member exchange and OCB at de la sale lipa,” **Journal of Management**

- Schroeder, Tiffany, 2014, "Explaining OCB: A Critical Review of The Social Exchange Perspective", **Journal of Management**
- Shaiful Annuar Khalid and Hasan Ali, 2005, "Self and Superior ratings of organizational citizenship behaviour: Are there differences in the sources ratings," **The International Journal of Educational Management**
- Singh, Akhilendra K; and AP Singh, 2010, "Career Stage and OCB Among Indian Managers'," **Journal of The Indian Academy of Applied Psychology**
- Ueda, Yutaka, 2012, "OCB in Japanese Organization: The Effect Job Involvement, Organizational Commitment, and Collectivism", **Journal of Behavioral Studies in Business**
- Ueda, Yutaka, 2013, "Effects of Workers Careers and Family Situations on OCB-Related Work Values", **International Journal of Business and Management**, Vol 8, No. 10
- Zhang Ying Ying, 2004, "The Impact of Performance Management System on Employee Performance", **Journal of Management**