

Situational Leadership as a Mediator of Intrinsic Motivation and Extrinsic Motivation on Organizational Citizenship Behavior at Pandeglang Regency Government's ASN

Antonius Dieben Robinson Manurung¹, Ibadillah Solihin²

^{1,2}Mercubuana University, Indonesia

E-mail: ¹antonius.manurung@mercubuana.ac.id, ²solihinibadillah@gmail.com

Abstract

A phenomenon that is often seen in governance is the absence of an ideal composition between the needs of the state civil apparatus (ASN) and the needs of public services. This is partly due to the absence of national ASN strategic planning, the validity of the needs of state civil servants per agency based on workload, and government agencies not having ASN competency standards (Rakhmawanto, 2016). World wide governance indicator data from the World Bank in 2017 shows that Indonesia is still ranked fifth out of all ASEAN countries in government effectiveness. This makes ASNs more demanding that their behavior is not limited to in-role or working with job description standards, but also extra-roles or more than expected. The Regional Government of Pandeglang Regency is one of the autonomous regions that has also been affected by the absence of an ideal composition between the number of ASN, and the need for public services. The number of ASNs with their additions is not proportional to the number of losses and their additions and is carried out not regularly (AFS 2019). Employees who work more than what the organization expects are known as organizational citizenship behavior, which the authors call OCB. This is interesting if a more in-depth study is carried out on OCB behavior in the Regional Government of Pandeglang Regency. The author wants to find out what are the main factors that influence OCB. From several literature, researchers found several variables that influence OCB, including situational leadership, extrinsic motivation, and intrinsic motivation. The researcher used the OCB concept from the Organ (in Sharma & Jain, 2014) with 5 (five) dimensions, namely altruism, conscientiousness, civic virtue, courtesy, and sportsmanship. Situational leadership uses concepts from Hersey and Blanchard (in Fahmi, 2013) with 4 (four) dimensions of instruction, consultation, participation, and delegation. Intrinsic Motivation uses the concept from Herzberg (in Luthans & Doh, 2018) with 5 (five) dimensions, namely achievement, recognition, responsibility, advancement, and the work itself. Meanwhile, Extrinsic Motivation uses the Herzberg concept (in Robbins & Judge, 2017) with 6 (six) dimensions, namely salary/wages, job security, working conditions, company procedures, leadership, and interpersonal relationships. In this case, Situational leadership is used as a mediator variable for OCB. Meanwhile, the variable's intrinsic motivation and extrinsic motivation are exogenous variables that affect OCB as an endogenous variable. Therefore, the objectives to be achieved from this study are to analyze the impact of situational leadership on OCB; the impact of intrinsic motivation on OCB; the impact of extrinsic motivation on OCB. To achieve this goal, quantitative research methods are used, with a survey approach through a questionnaire to obtain data from 386 respondents, whose selection is carried out by proportional stratified random sampling. The data analysis technique used a structural equation model (SEM) with Lisrel version 8.72. The results of the study are expected to know and measure the impact of situational leadership as a mediator of intrinsic motivation and extrinsic motivation to improve organizational citizenship behavior of the Regional Government of Pandeglang. Managerial implications in this study are expected, especially theoretical contributions in the development of scientific knowledge as well as practical (applicative) contributions to the leadership and management of the Regional Government of Pandeglang Regency and its employees.

Keywords: situational leadership; intrinsic motivation; extrinsic motivation; organizational citizenship behavior

1. Introduction

Rakhmawanto (2016) states that there has not been an ideal composition between the needs of the state civil apparatus and the needs of public services. This is partly due to the absence of strategic planning for the state civil apparatus nationally, the validity of the needs of state civil servants per agency based on workload, and government agencies not having ASN competency standards. World Bank data on worldwide governance indicators for 2017, where Indonesia still ranks fifth of all ASEAN countries in government effectiveness. The Regional Government of Pandeglang Regency is one of the autonomous regions that has also been affected by the absence of an ideal composition between the number of state civil servants and the need for public services. The amount of loss of ASN with the addition is not proportional to the amount of loss and the addition and is carried out not periodically (AFS 2019).

It is interesting if it is studied more deeply about OCB behavior in the Regional Government of Pandeglang Regency by conducting a study. Furthermore, the author wants to find out what are the main factors affecting OCB in the Regional Government of Pandeglang Regency.

From several literatures, researchers found several variables that influence OCB, including situational leadership, intrinsic motivation, and extrinsic motivation. The leadership factor is an interesting factor to examine its relationship with OCB in the Regional Government of Pandeglang Regency. As stated by Robbins and Judge (2017). "*Leadership is the ability to influence a group toward the achievement of a vision or set of goals*". Luo and Lio (2014) in their research found that situational leadership and employee readiness to the match had a positive influence on OCB.

Furthermore, the factor that is often associated with organizational behavior is motivation. As quoted by Robbins and Judge (2017) "... *employees don't always volunteer just because it's a good thing to do; they have to be motivated. A significant part of their motivation comes from an internal desire to contribute, but organizations can also play an important role by encouraging and enabling them ...*". Ibrahim and Alinda (2015) in their research found that both intrinsic motivation and extrinsic motivation have an effect on OCB.

That is the background of this research, with the intention of wanting to know and measure the impact of situational leadership as a mediator of intrinsic motivation and extrinsic motivation on OCB in ASN in the Regional Government of Pandeglang Regency. As for the urgency (priority) of this study, the objective and novelty of this research are to test the theoretical model of the impact of situational leadership as a mediator of extrinsic motivation and intrinsic motivation to OCB. In addition, the results of this study also wanted to know whether situational leadership became a full mediator of OCB.

2. Literature Review

2.1. Review Previous Research

Researchers are looking for the results of previous research that uses a theory that is identical to the variables in this study. Among them, research produced by Luo and Liu (2014); Hartono, Waspodo, Ristiani, and Handaru (2014); Pramanik and Chatterjee (2015); Zabielski, Urbanaviciute and Bagdziuniene (2015); Mostafa and Cazares (2016); Sim and Faerman (2017); Newman, Schwarz, Cooper, and Senjaya (2017); Harefa (2017); Niwamoto (2018);

Setiyono, Suparman and Alamsyah (2018); Wanto, Arfah and Siswati (2018); and Mostafa and Bottomley (2018). However, this study is different from this study even though they both use leadership and motivation theory, the difference is, this study discusses situational leadership, intrinsic motivation, and extrinsic motivation in ASN in the Regional Government of Pandeglang Regency.

2.2 Organizational Citizenship Behavior Theory

OCB is discretionary behaviors that contribute to the psychological and social environment in the workplace. Successful organizations have employees who will do more than just their job duties, which will perform beyond expectations (Organ, in Wandary, 2015). Employees who engage in good organizational citizenship behavior help others on their team, volunteer to go the extra mile, avoid unnecessary conflicts, respect morale and act according to rules and regulations, and easily cope with any pressure and distractions. work-related (Robbins & Judge, 2017).

Organs describe the 5 (five) dimensions of OCB, namely:

- 1) *Altruism contributes to group efficiency by improving individual performance, participants help new colleagues and give their time freely.*
- 2) *Conscientiousness is the wise use of time to increase efficiency, give the organization more time, and go beyond formal requirements.*
- 3) *Sportsmanship spends more time on the benefit of the organization.*
- 4) *Courtesy prevents problems and facilitates the constructive use of time*
- 5) *Civic virtue promotes broad organizational interestse*

2.3 Situational Leadership Theory

According to Hersey and Blanchard (in Fahmi, 2013), situational leadership is a contingency theory that focuses its discussion on followers or organizational members as subordinates. This theory stems from the principle that effective leadership can be realized through the ability to choose the right leadership behavior or style based on the readiness and maturation level of the organization's members. This theory states that leadership effectiveness is strongly influenced by the level of ability (readiness and maturity) of organizational members or subordinates in accepting or rejecting leaders. In general, this leadership theory pays less attention or tends to forget about subordinates' conditions.

Hersey and Blanchard describe situational leadership in 4 (four) dimensions, namely:

- 1) *Telling is a behavior or leadership style that is task-oriented and low on relationships with organizational members or subordinates*
- 2) *Selling is a leadership style behavior that is carried out with high task orientation and relationship behavior.*
- 3) *Participating is this behavior or leadership style carried out with a low task orientation and relationship orientation with high organizational members*
- 4) *Delegating is a behavior or leadership style that is carried out with a low task orientation and low relationship with organizational members as subordinates.*

2.4 Intrinsic Motivation Theory

Intrinsic motivation is defined as the desire to do an activity for one's own sake, to experience the pleasure and satisfaction inherent in the activity (Deci, Connell, & Ryan, in Kuvaas, Buch, Weibel, Dysvik, & Nerstad, 2016). Intrinsic motivation is the desire to do something because it results in a decision to do it. This satisfaction can come from characteristics related to the nature and content of the work itself, such as opportunities to achieve, recognition,

attractive work, responsibility, and the possibility to grow and advance in the organization. (Herzberg, in Gagne, 2014).

- 1) According to Herzberg (in Luthans & Doh 2018: 442), which are classified as motivational factors include:
- 2) Achievement (achievement): related to work performance
- 3) Recognition (recognition): giving a letter of appreciation, giving gifts in the form of cash
- 4) Work itself: challenge jobs, study opportunities, and opportunities
- 5) Responsibility (responsibility): planning the tasks themselves, without too tight supervision
- 6) Advancement (progress): the opportunity to get a promotion, the opportunity to advance and develop to a higher stage.

2.5 Extrinsic Motivation Theory

Deci and Ryan (in Kuvaas, Buch, Weibel, Dysvik, & Nerstad, 2016) Extrinsic motivation, is defined as the desire to carry out an activity to achieve positive consequences such as incentives or to avoid negative consequences such as punishment. Extrinsic motivation is the degree to which work motivation depends on the existence of real incentives (Kuvaas, Buch, Weibel, Dysvik, & Nerstad, 2016). While extrinsic motivation (hygiene factors) according to Herzberg (in Luthans & Doh, 2018) helps prevent dissatisfaction, efforts to motivate human resources must provide recognition, opportunities to achieve and grow, progress, and interesting jobs.

According to Herzberg (in Robbins & Judge, 2017) there are 6 (six) dimensions of extrinsic motivation, namely:

- 1) Salary is a dimension related to wages, wage increases, and employees' expectations of wages from their performance.
- 2) Job security is a dimension related to the sense of security felt at work
- 3) Working conditions are a dimension related to workplace conditions, work environment, work facilities that employees get.
- 4) Company procedures are those related to organizing and management company order, company regulations, and administration.
- 5) Supervision is related to the way superiors supervise their subordinates' responsibilities.
- 6) The quality of interpersonal relationships between coworkers, supervisors, and subordinates are related to the way employees interact with people in their workplaces.

The roadmap for research in management developed by researchers is expected to be able to develop applied research and development research to give birth to the development of meaningful research models for academics and practitioners, especially related to the concept and application of situational leadership as a mediator of extrinsic motivation and intrinsic motivation towards OCB, both for the benefit of individual employees and organizations.

This research is specifically expected to encourage the importance of a deeper understanding of matters related to employee leadership because, in essence, situational leadership shows more of the characteristics of the leader and is certainly expected to have a stronger impact on employee OCB. Likewise with intrinsic motivation and extrinsic motivation where individuals with strong intrinsic motivation and extrinsic motivation are expected to try to improve OCB, with these efforts optimal OCB may be achieved. The researcher's concern regarding the above thinking arouses the desire to carry out and develop this research.

3. Method

3.1. Research Theory Model

Based on the opinions of experts, relevant theories, the framework in the form of a theoretical model is described in Figure 1 below.

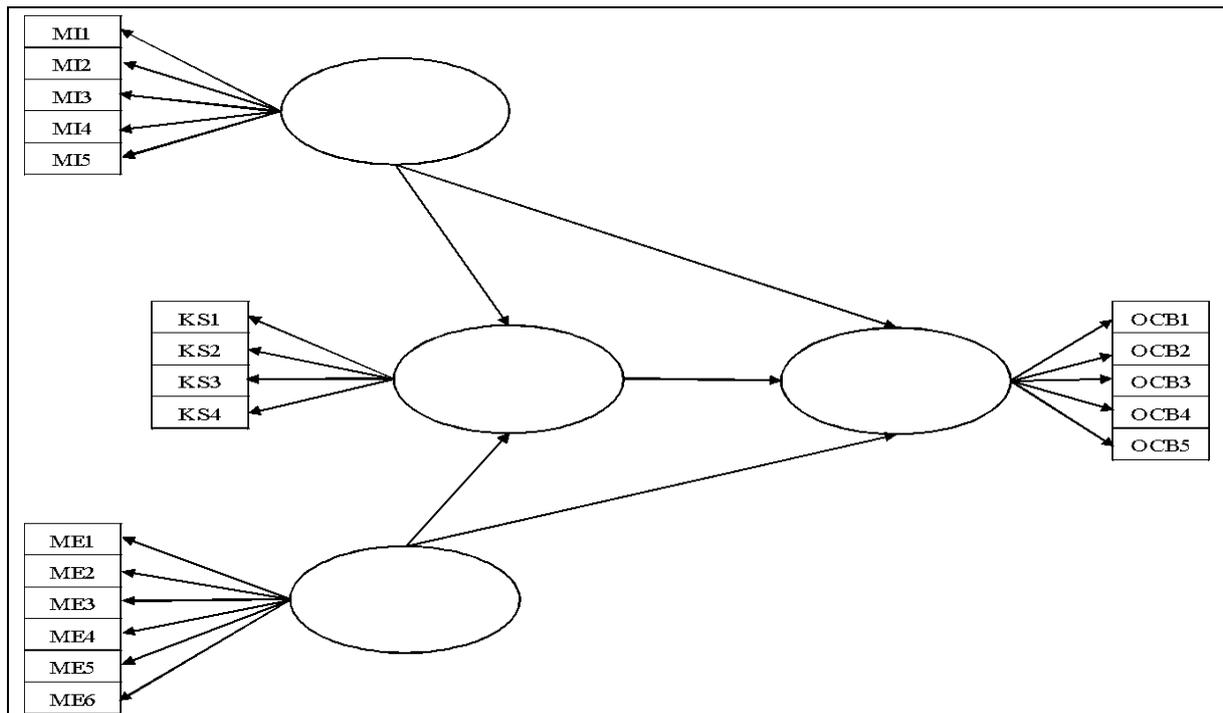


Figure 1. Research Theory Model

Description:

MI: Intrinsic Motivation	ME: Extrinsic Motivation	KS: Situational Leadership	OCB: Organizational Citizenship Behavior
MI1: Achievement MI2: Recognition MI3: Responsibility MI4: Advancement MI5: Work Itself	ME1: Organizational Procedures ME2: Supervision ME3: Compensation ME4: Working Conditions ME5: Interpersonal Relationship ME6: Occupational Security and Safety	KS1: Directing KS2: Selling KS3: Participating KS4: Delegating	OCB1: Altruism OCB2: <i>Conscientiousness</i> OCB3: Courtesy OCB4: Civic Virtue OCB5: Sportsmanship

3.2. Research design

This study is designed to understand, explain, and predict the strength of the relationship between the independent variable and the dependent variable. This research uses quantitative research methods.

In this study, the population used was all ASN in the Regional Government of Pandeglang, totaling 10,665 employees. The number of samples to be the object of research is determined based on the calculation of the Slovin formula with a tolerable error rate of 5%.

$$n = \frac{N}{1 + Ne^2}$$

Where:

n = Number of samples

N = Total population

e = Margin of error (5%)

The selection of respondents will be carried out by proportional stratified random sampling, which is a method of taking samples from each sub-population by taking into account the size of the population with the aim that all employee positions can be represented by research respondents. There are two types of data used, namely primary data and secondary data. As a data collection technique used a questionnaire. The analysis technique that is in accordance with this research design is to use a structural equation model (SEM). with Lisrel version 8.72. The data analysis technique in this study uses a quantitative approach to provide an overview and answer research questions and problem formulation. Quantitative data analysis techniques were performed using a structural equation model (Structural Equation Model or SEM) through the software Linear Structural Model (LISREL) version 8.80 from Joreskog and Sorbom. At first, the researcher will use a model test (fit model), then if the theoretical model is fit, the validity test will be carried out reliability construct with factor analysis confirmatory (confirmatory factor analysis or CFA), test multicollinearity, descriptive analysis, and hypothesis testing.

4. Result and Discussion

Construct Validity

Data analysis to obtain the construct's validity through factorial validity with 2nd Order Confirmatory Factor Analysis utilizing Lisrel 8.72 software. The loading factor is good if it is above 0.5 (Wijanto, 2008). Meanwhile, according to Rigdon and Ferguson (1991) and Doll, Xia, Torkzadeh (1994), a variable is assumed to have good validity for the construct if the t value of the factor load is ≥ 1.96 and the standard factor load is ≥ 0.7 (Wijanto, 2008). In this study, items with a factor loading below 0.5 will be excluded from the model; then the analysis will be continued at the next stage to obtain items with a factor loading 0.5.

Based on the result of the 2nd order CFA instrument test on the four research variables, namely: organizational citizenship behavior, situasional leadership, extrinsic motivation, and intrinsic motivation, the overall results of items from the four variables have a factor loading value ≥ 0.5 . This shows that all items from the four variables are valid.

Construct Reliability

Reliability is the consistency of measurement. Reliability in SEM utilizes composite reliability and variance extracted (Wijanto, 2008).

CR Test Formula:

$$CR = \frac{(\sum \text{std.loading})^2}{(\sum \text{std.loading})^2 + \sum e_j}$$

VE Test Formula:

$$VE = \frac{\sum \text{std.loading}^2}{\sum \text{std.loading}^2 + \sum e_j}$$

Source: Wijanto (2008)

Hair et al. (in Wijanto 2008) state that a good reliability construct is if the construct reliability value $s \geq 0.7$. Based on the results of the 2nd Order CFA instrument test on the four research variables, namely, Organizational Citizenship Behavior, Situational Leadership, Extrinsic Motivation, and Instrinsic Motivation, it is found that all variables have a construct reliability value ≥ 0.7 with the following details: (a) Organizational Citizenship Behavior (CR = 0.954); (b) Situational Leadership Instruments (CR = 0.947); Extrinsic Motivation Instrument (CR = 0.948); Instrinsic Motivation Instrument (CR = 0.919). This shows that the four research variables have good (strong) reliability.

Hypothesis Testing Results

Major Hypothesis

Situational leadership as a mediator of extrinsic motivation and intrinsic motivation toward organizational citizenship behavior of ASN of Regional Government of Pandeglang Regency.

In examining whether situational leadership is fit or no as a mediator of extrinsic motivation and intrinsic motivation toward organizational citizenship behavior, the goodness of fit is used. From the results of the analysis, the following results were obtained:

Table 1. *Goodness of Fit*

Fit Index	Value	Fit Criteria	Meaning of Data
<i>RMSEA</i>	0.050	≤ 0.08	fit
<i>NFI</i>	0.99	≥ 0.9	fit
<i>NNFI</i>	1.00	≥ 0.9	fit
<i>CFI</i>	1.00	≥ 0.9	fit
<i>IFI</i>	1.00	≥ 0.9	fit

Thus, the situational leadership model as a mediator of extrinsic motivation and intrinsic motivation toward OCB fits with empirical data.

Furthermore, figure 2 and 3 below describes the standard solution of the hybrid model and T-value model hybrid.

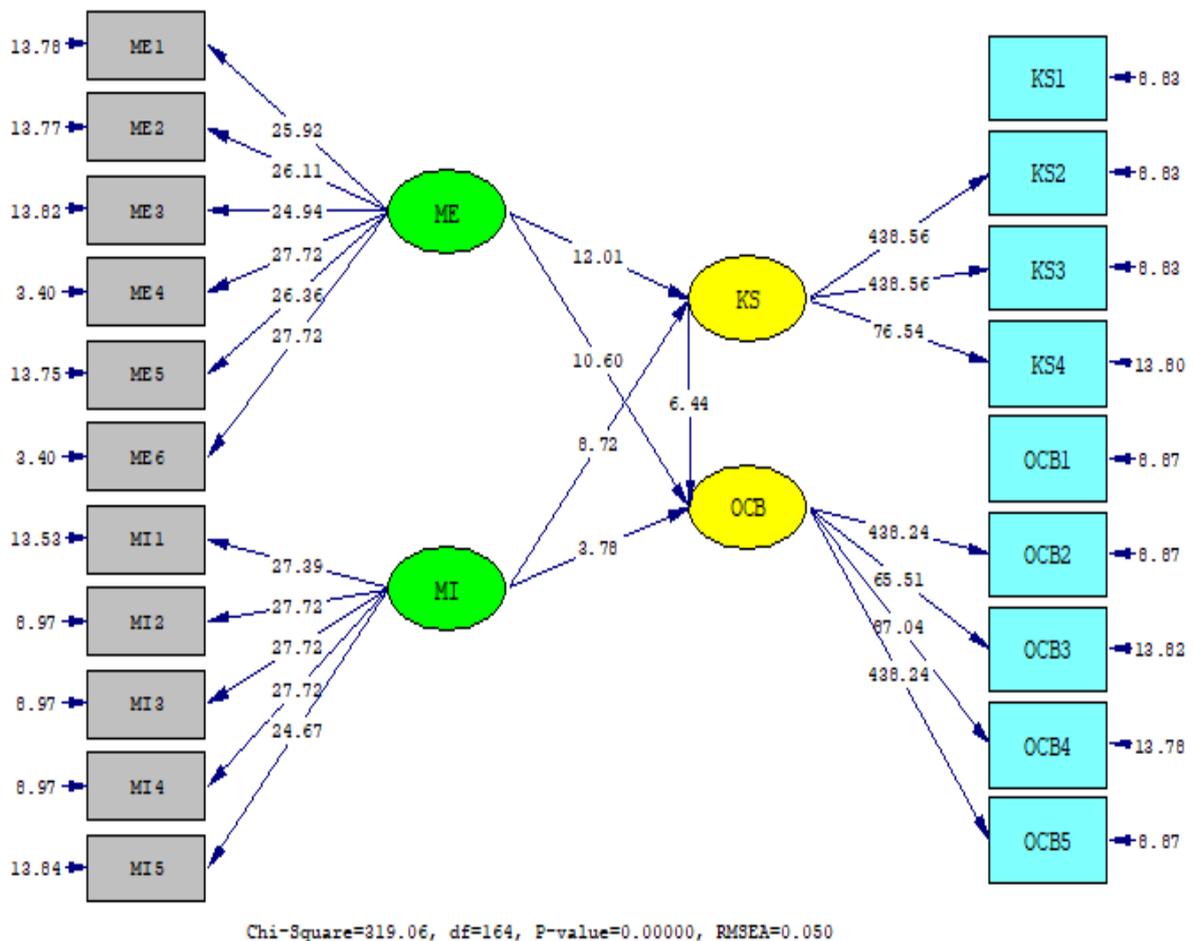


Figure 2. *Standard Solution Hybrid Model*

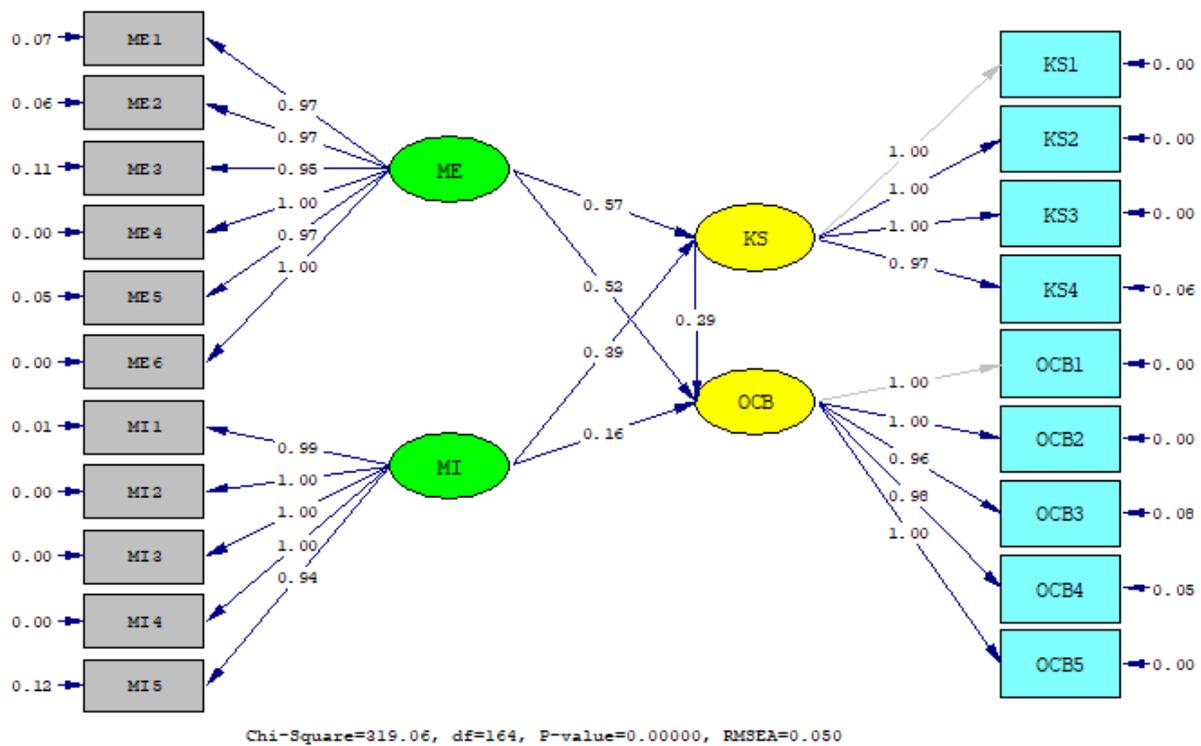


Figure 3. T-Value Hybrid Model

Hypothesis 1

Based on the results of testing the hypothesis obtained $\beta = 0.29$ where $t > 1.96$. Therefore β significant and H_0 is rejected. Therefore it can be concluded that there is a positive and significant influence of situational leadership on OCB. The positive influence means that the higher the situational leadership, the higher the OCB.

Hypothesis 2

Based on the results of testing the hypothesis obtained $\gamma = 0.16$ where $t > 1.96$. Therefore β significant and H_0 is rejected. As a result it can be concluded that there is a positive and significant effect of intrinsic motivation towards OCB. The positive influence means that the higher the intrinsic motivation, the higher the OCB.

Hypothesis 3

Based on the results of testing the hypothesis obtained $\gamma = 0.52$ where $t > 1.96$. Therefore β significant and H_0 is rejected. Hence it can be concluded that there is a positive and significant effect of extrinsic motivation on OCB. The positive effect means that the higher the extrinsic motivation, the higher the OCB.

Hypothesis 4

Based on the results of testing the hypothesis obtained $\gamma = 0.39$ where $t > 1.96$. Therefore γ significant and H_0 is rejected. So it can be concluded that there is a positive and significant effect of intrinsic motivation on situational leadership. The positive influence means that the higher the employee's perceived intrinsic motivation to work, the higher the situational leadership.

Hypothesis 5

Based on the results of testing the hypothesis obtained $\gamma = 0.57$ where $t > 1.96$. Therefore γ significant and H_0 is rejected. So it can be concluded that there is a positive and significant effect of extrinsic motivation on situational leadership. The positive influence means that the better the extrinsic motivation of work is perceived by employees, the higher the situational leadership will be.

To answer hypotheses 6 and 7, the total, direct, and indirect effect will be presented in this following table:

Table 2. Total Effects, Indirect Effects and Direct Effects

	Total Effect	Indirect Effects	Direct Effects
MI \rightarrow OCB	0.27 *	0.11 *	0.16 *
ME \rightarrow OCB	0.69 *	0.17 *	0.52 *

* Significant at the 0.05 level

Hypothesis 6

Based on the test results, the total effect is 0.69 ($t > 1.96$), the direct effect is 0.52 ($t > 1.96$), and the indirect effect is 0.17 ($t > 1.96$). Because the indirect effect is significant and the indirect effect is greater than the direct effect, H_0 is rejected, so it can be concluded that there is a significant influence of intrinsic motivation on OCB with situational leadership as the mediator.

Hypothesis 7

Based on the test results, the total effect is 0.27 ($t > 1.96$), the direct effect is 0.16 ($t > 1.96$), and the indirect effect is 0.11 ($t > 1.96$). Because the indirect effect is significant and the indirect effect is greater than the direct effect, H_0 is rejected, so it can be concluded that there is a significant influence of extrinsic motivation on OCB with situational leadership as the Mediator.

5. Conclusion

Based on the results of research and discussion in previous chapters, several conclusions can be made as follows:

- 1) Situational leadership has a significant positive effect on organizational citizenship behavior at ASN Regional Government of Pandeglang Regency.
- 2) Intrinsic motivation has a significant positive effect on organizational citizenship behavior at ASN Regional Government of Pandeglang Regency.
- 3) Extrinsic motivation has a significant positive effect on organizational citizenship behavior at ASN Regional Government of Pandeglang Regency.
- 4) Intrinsic motivation has a significant positive effect on situational leadership at the Regional Government Civil Servants of Pandeglang Regency.
- 5) Extrinsic motivation has a significant effect on Situational Leadership at ASN Regional Government of Pandeglang Regency.

- 6) Intrinsic motivation has a significant positive effect on OCB with situational leadership as a mediator at ASN Regional Government of Pandeglang Regency.
- 7) Extrinsic motivation has a significant positive effect on OCB with situational leadership as a mediator at ASN Regional Government of Pandeglang Regency.

Suggestions

- 1) Future research is expected not only to adopt quantitative research approaches, yet also to develop mixed methods.
- 2) It is necessary to develop several other exogenous variables that influence the endogenous variables of organizational citizenship behavior toward ASN of the Pandeglang Regency Government.
- 3) It is necessary to develop another mediator variable, other than situational leadership, which is considered to affect the endogenous variable of organizational citizenship behavior toward the Pandeglang Regency Government's ASN.
- 4) To build organizational citizenship behavior toward ASN of the Regional Government of Pandeglang Regency, efforts are needed to improve the leader's quality of situational leadership, employee intrinsic motivation, extrinsic motivation.
- 5) Efforts are needed to build employee intrinsic motivation and extrinsic motivation to improve the Pandeglang Regency Government's situational leadership.
- 6) To increase ASN's organizational citizenship behavior toward the Government of Pandeglang Regency, situational leadership is needed more attention as a mediator of intrinsic motivation and extrinsic motivation.
- 7) The research scope with the same variables needs to be performed at other institutions, either government or private.

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