



MAMA MODEL APPROACH: ITS IMPLICATION TO COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Ida Bagus Gede Udiyana^{1✉}, Parwoto Wignjohartoyo², Siti Sulasmi²

¹STIMI Handayani, Denpasar, Bali, Indonesia

²Economics and Business of Airlangga University, Surabaya, Indonesia

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Abstract

The aims of this study is to find the existence of MAMA (Motivation, Ability, and Moral Awareness) model to the commitment and Organizational Citizenship Behavior (OCB). The subject of the research is the five stars hotels at Nusa Dua Bali. Respondents of this study are the operational employees at the hotels who have Hindu religion with 198 samples. The method of collecting data was simple random sampling method with proportional allocation. Structural Equation Modeling (SEM) analysis technique was utilized to analyze the data in this research. This research has found that MAMA model (Motivation, Ability, and Moral Awareness) influences OCB. Furthermore this research has found a theory that the main variable which is causing the appearance of organizational citizenship behavior is MAMA (motivation, ability, and moral awareness) as an intrinsic behavior, and commitment or organizational citizenship behavior function of MAMA, and commitment or to be formulated as $OCB f. (MAMA)$

PENDEKATAN MODEL MAMA: IMPLIKASINYA PADA KOMITMEN DAN PERILAKU KEWARGAAN ORGANISASIONAL

Abstrak

Tujuan penelitian ini adalah untuk menemukan keberadaan model MAMA (Motivasi, Kemampuan, dan Kesadaran Moral) terhadap komitmen dan Organizational Citizenship Behavior (OCB). Subyek penelitian ini adalah hotel bintang lima di Nusa Dua Bali. Responden dari penelitian ini adalah karyawan operasional di hotel yang memiliki agama Hindu dengan 198 sampel. Metode pengumpulan data adalah metode random sampling sederhana dengan alokasi proporsional. Teknik analisis Structure Equation Modeling (SEM) digunakan untuk menganalisis data dalam penelitian ini. Penelitian ini menemukan bahwa model MAMA (Motivasi, Kemampuan, dan Kesadaran Moral) mempengaruhi OCB. Selanjutnya penelitian ini telah menemukan sebuah teori bahwa variabel utama yang menyebabkan munculnya perilaku kewarganegaraan organisasi (OCB) adalah MAMA (motivasi, kemampuan, dan kesadaran moral) sebagai perilaku intrinsik, dan komitmen atau fungsi perilaku kewarganegaraan organisasi MAMA, dan komitmen atau dirumuskan sebagai $OCB f. (MAMA)$

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✉ Correspondence Address

Tukad Banyusari, No. 17B, Denpasar City, Bali 80114

Email: raka_sudewi2006@yahoo.com

INTRODUCTION

Organizations exist around us in different forms and shape our lives. Organizations are social entities composed of people and their relationship (Allameh et al., 2011). Therefore, thinking about human resources development is great importance to obtain better knowledge about the organizations. The concept of human resources development is to maintain balancing between employee demand and company demand. The fulfillment of employee demands bring impact to MAMA (Motivation, Ability, and Moral Awareness) of the employee.

MAMA and the satisfaction arise if all employee requirement are done by the company so the employee would have a strong commitment in supporting the organization. A studies by Dunham et al. (2004) and Bakan et al (2013) show that organizational commitment is one of the behavioral aspects of people in the organization which has attracted the attention of both academics and practitioners in recent decades. If this concept is implemented simultaneously as a whole, it will bring impact to the behavior of the organizational citizenship and this condition is a demand nowadays (Chatman & Sigal, 1995; Deckop et al., 1999 & Chiu et al., 2005). Examples of organizational citizenship behavior include fruitful activities as assisting co-workers in performing work-related tasks, working extra hours without pay, going the extra mile in making a newly appointed employee feel welcome, and abiding by informal codes of conduct established to preserve harmony (Muhammad, 2014).

To build a strong organizational citizenship behavior, the company is needed to focus on the strategy of developing human resources not only to raise the employee commitment but also to support the applied of MAMA of the employee as a dominant factor in building the organizational citizenship behavior (Hofstede et al., 1990 & Apperlbaum et al., 2004).

Mitchell (1982) stated that there are three main components that play roles and influencing the job performance and extra beha-

avior of somebody that indicate some factors such as ability, motivation and psychologically matured. In the other hand, McClelland in the motivation theory, Gardner (1983) in the ability theory, and Yun (2007) in high performance theory announced that there are only two main components, they are motivation and ability. Based on these two different statements, the research is hoped to have a chance in developing theory of organizational citizenship behavior and develop the previous research about organizational citizenship behavior as an expansion of motivation theory (McClelland), ability theory (Gardner, 1983) and high performance theory (Yun, 2007) that conclude that the behavior is influenced by motivation and ability. It is believed that MAMA model consist of motivation, ability and moral awareness have a role in designing the OCB (Organizational Citizenship Behavior).

Previous study discovered the development of theory of organizational citizenship behavior based on MAMA model and commitment that is the balancing relation among employees and The Supreme God vertically and the relation between employee and his environment. It means that the higher organizational citizenship behavior, the higher relation in vertical and horizontal relation among employee (Al-Busaidi & Kermit, 2002).

The problem: is the MAMA model play significant influence to commitment and organizational citizenship behavior of operational five star hotel employee in Nusa Dua Bali. The aim of the research is to find out (1) The influence of each variable in MAMA model to commitment and organizational citizenship behavior of operational five star hotel in Nusa Dua Bali, (2) Find out the influence of commitment to organizational citizenship behavior of operational five star hotel in Nusa Dua Bali.

Hyphotesis

The whole relation among variables in this research is displayed in the Figure 1 the research proposes these hypothesis:

H1: Motivation influential to the commitment

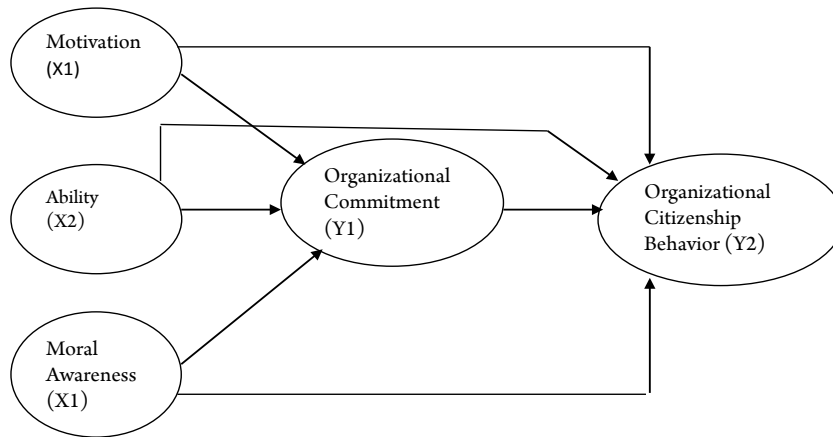


Figure 1. Conceptual Framework

significantly.

- H2: The ability influential to the commitment significantly.
- H3: Moral Awareness influential to the commitment significantly.
- H4: Motivation influential to organizational citizenship significantly.
- H5: The ability influential to organizational citizenship significantly.
- H6: Moral Awareness influential to organizational citizenship significantly.
- H7: Commitment influential to organizational citizenship significantly.

METHOD

The subject of this research is all five star hotel in Nusa Dua area, while the object is five variables. They are three variables in MAMA model such as motivation, ability and moral awareness as the independent variable, while one variable that is commitment as intervening variable, and organizational citizenship behavior as dependent variable. The informants are the operational hotel employees who are Hindu followers with the total sampling is 198 persons. The technical data is collected by applying simple random sampling proportionally (Sugiyono, 2007). The data is analyzed in SEM (structural equation modeling) with package of Analysis of Moment Structure program (AMOS 7) and SPSS version 13.0 program (Solimun, 2002).

Validity and Reliability Test

Validity test is done by using confirmatory factor analysis on each latent variable, they are motivation (X1), ability (X2), moral awareness (X3), commitment (Y1), and organizational citizenship behavior (Y2). If the loading factor on the indicator is more than 0,5 so the indicator can be used to test the variable (Ferdinand, 2002 & Ghazali & Fuad 2005). The motivation variable (X1) has three measurable indicators, while the ability variable consist of five indicators. It is five variables as moral awareness variable, three variable as the commitment variables, while the moral awareness consists of five variables.

Based on the validity test, it is found out that the value of the critical ratio (CR) from 21 indicators, is each indicator has the value of more than 1,96 on level of significant (α) 5% so the value of the loading factor on all twenty one indicator is above 0,5. This condition is regarded valid variables and can be applied in measuring the motivation (X1), ability (X2), moral awareness (X3), commitment (Y1) and organizational citizenship behavior (Y2). On the next stage, reliability test is done in order to know the informant's strong responses on each variable. The result of the calculation shows the value of standard loading and measurement error, and soon the value of the construct reliability (CR) of each variable.

The reliability test on each variables

Table 1. Goodness of Fit Index Confirmation

Goodness of Fit Index	Cut-off value	Model Result	Note
Chi Square	Expected small	281,128	
Prob	0,05	0,175	excellent
GFI	0,90	0,938	excellent
AGFI	0,90	0,922	excellent
TLI	0,95	0,909	fair
CFI	0,95	0,921	fair
RMSEA	0,08	0,056	excellent

shows that the construct reliability of each variable such as the motivation variables is 0,837, the ability is 0,7927, moral awareness is 0,8058, commitment is 0,7872 and the organizational citizenship behavior is 0.8522. The value of all variables seems above the acceptable reliability that is 0,60. With exceed of acceptable validity indicator value, all variables are announced reliable significantly and ready to use in the further analysis.

Goodness of Fit Test

Table 1 shows that eight criteria that are applied to measure the fit or unfit a certain model and it is found that all criteria is successfully fulfilled so it is not needed a modification to this model. In other words, this model is accepted since there is relevant between model and data.

RESULT AND DISCUSSION

The result of coefficient test shows that motivation plays significantly a positive influence to operational employee commitment. It can be seen through the value of coefficient on the positive track, that is 0,342, probabilities is $0,016 < \alpha 0,05$ (this is smaller than the significant standard, that is 0,05) while the value of the CR $2,419 > 1,96$. The result of this research confirmed the finding of Putri et al. (2015), and Putri (2014). The Result studies by Christophersen et al (2015) show that motivation can predict organizational citizenship behavior employees.

The result of test to organizational citizenship behavior is also shows that motivation plays significantly a positive influence, that can be seen through the value of the coefficient on positive track that is 0,375, the probabilities is $0,006 < \alpha 0,05$ (it is smaller than the significant standard, that is 0,05) and the CR $2,766 > 1,96$. The finding of this research also agreed on the previous finding (Wahyu, 2012; Ibrahim & Aslinda, 2014; & Ibrahim, 2014).

Based on these tests, it can be stated that he first and the fourth Hypothesis support the motivation significantly influential to commitment and organizational citizenship behavior of operational hotel employee is fairly right. That's the proof that motivation plays an important role in increasing commitment and organizational citizenship behavior of five star operational hotel employee in Nusa Dua Bali. The research has three indicators as motivation variables, they are the demand to have better career (X11), the demand to do affiliation (X12) and the demand to have power (X13).

There is one indicator that has value under the average variables and the other two indicators show the value above the average of variable. The indicator with value under the average value is the demand to get power with three items of hotel operational employee statement, while the two indicator which are above the average variables value are the demand of better career and the demand of affiliation.

The average of the demand to get better career indicator is 4,326 which categorized very good or excellent. This number shows that the

operational employee of five star hotel in Nusa Dua area have the chance to develop their creativity and explore their own ability, talent and energy to get a better career. High motivation to gain their best is shown out with high spirit and high initiative on each chance. Initiative is needed in serving the guests in the hotel since it is related to the best service that must be done without waiting the ordering (Nurul, 1998).

The policy is taken by the hotel management in order to support motivation to have a better career for all hotel operational hotel employees (Ngima & Kyongo, 2013). This policy is right as long as it is done to support the employee to show their best and propose a better career. The employee also has given an interesting and challenging job. In this case, if the employees who have a high commitment will do their best to develop the creativity, use all of their ability as well as their power to gain the maximal level in doing the job (Nemari et al., 2013).

The average of the demand to do affiliation is 4,306 that classified excellent. It means that the operational hotel employee of five star hotel in Nusa Dua Bali, has high demand to be accepted by others in the job environment, as well as the demand to be respected, demand to get a better self confident and avoid doing mistakes, and also the demand to take part in fulfilling the other criteria to be accepted as a member of the organization and accepted by the others. To have these feeling, the employees do making friends with others, sociable, tolerant and helpful in each occasion.

The indicator of the demand of having power is the indicator that has the smallest point of the three indicators that are applied. This indicator shows lower than the demand of motivation variables too. The demand of having power is represented by three items of statement, such as follows. The first: the leader respect the staff; The second: the staff is given chance to do innovation and showing their creativity in doing the service; and The third: the hotel management always focus to increase the service process.

The first item is the item that shows lowest point for the operational hotel employee,

that 66 informant or 33, 36% says absolutely agree, and 95 informant or 47, 98% agree while 37 persons or 18, 69% says not agree.

The lower point of the operational hotel employee in seeing the first item that is how the leader respect them, is represented by 37 persons or 18, 69% says that the leader does not respect the staff. This statement indicates that the respect one another is needed to be increased by applying transparent policy that shows fairness.

The policy, respect the staff in doing the job through employees career propose must be balance and reward is given to whom doing the job successfully, much better than others. The promotion to a new position is done through a process of careful examining since even there is a hand book to do it but the subjectivities might interference the result of the careful job assessment. If the employees know about this factor, it will bring distrust to the system of job assessment and will also bring disharmony relation among them and finally may decreasing the employee commitment.

The research done by McClelland (Saydam, 1996), and Meyer et al. (1993) stated that the motivation influentials to both commitment and organizational citizenship behavior. The employee motivation raise means that the employee demand, job condition, and job attitude is going better (Amabile, 1993). If the employees have high motivation in doing the job, it will bring the tendency to work effectively. The feeling that being respected and paid attention make the employee feel proud of himself to be part of the company (commitment) as the policy shows the balance of the employee demand and company needed which leads to employee extra behavior then.

The test shows that the ability influential to commitment of operational hotel employee significantly. It can be seen in the positive coefficient of 0,519, probability $0,004 < \alpha 0,05$ (it is smaller than the significant point 0,05, $CR 2,894 > 1,96$. The result of this study was generally consistent with previous studies (Chalimah & Sakhowi, 2014). It is also occurred to the test to the organizational citizenship behavior that says

the ability plays positive influence and significant as represented by the positive coefficient track 0,452, probability, $0,004 < \alpha 0,05$ (lower than the significant point of 0,05) and $CR 2,873 > 1,96$. Based on the result of the test, it can be announced that the second and the fifth Hypothesis shows that the ability influential to commitment and operational hotel employee behavior is fairly right. Therefore, it can be said that the ability plays roles in increasing commitment and behavior of five star operational hotel employees in Nusa Dua Bali.

The variable of moral awareness (X3) in this research consists of five indicators, they are the obeying rules (X31), honesty (X32), initiative (X33), responsibility (X34), and tolerant (X35). Among those indicators, the responsibility (X34) has the biggest regression weight, while the initiative indicator (X33) seems to have the lowest regression weight. But all of those five indicators can be classified to have a strong regression weight that is $> 0,5$ in assessing their latent variable.

The result of the test is supported by the statistics description, in which the average point of the variable of moral awareness is 4,558 which is categorized excellent. There are three indicators that have the point below the average, while two indicators has the point above the variables average. He indicators that is below the average are the obeying rules, initiative and tolerant, but the indicator like honesty and responsibility have the point above the average.

The variable of the moral awareness in this research is using the Hindu Bali belief in which the symbol has a certain meaning to stimulus religious value and it will lead the person how to behave according to way of the belief. The belief to the religious value can also improve the ability to adopt the company cultural that is designed to bring positive value to both the employee and the company.

Obeying rules and honesty based on the meaning of each symbols in Hindu Bali principles, particularly the Karma Pala. The Karma Pala principle says that each behavior even bad or good that is done by somebody will bring its

own result back to him, here in his life or later in his next reincarnation (Subagiasta, 2007). The five star hotel employee implement these Karma Pala principles in their job by doing the job happily so the guests feel satisfied in staying and having the hotel service and it can improve their willing to be back again to that hotel in their next visiting.

The operational hotel employee of Nusa Dua Bali five star hotels show their average initiative in doing the job is 4,520 and responsibility 4,586 which are categorized excellent. The initiative and responsibility based on the meaning of Hindu Bali principle that is Tri Kaya Parisudha principle. One of the Tri Kaya Parisudha principle is basically leads the self moral awareness without somebody else supervising and enlarge the moral awareness to know the result of self behavior and attitude that come out from the thought, words and behavior (Pudja, 1981, & Sivavda, 1993). Responsibility start from the good thinking, good words, and good attitude. Each activity that is done by the employee represent his positive thought, ethics which is come upon the willingness to help. This activity then will invite the good atmosphere, peaceful and calm which are match to the guests expected atmosphere (Sudibya, 1997 & Subagiasta, 2007).

The average tolerant point is 4,490 that classified excellent. The tolerant come from the meaning of stimulus to Hindu Bali value that is Desa Kala Patra. To develop the tolerant to other employee, it is needed to adopt the principles of Desa Kala Patra by poisoning self according the place, situation and time to create social solidarity, friendly, and social cohesion. Desa kala Patra principle leads the employee to the job eagerly, for a better future, by doing good attitude now and ever.

The research shows that the religious value that is followed by the employee can adopt the company cultural and later improved the moral awareness which is grown in depth in their mind. The employee will absorb the value and norm easily for himself and his job environment as the attitude guiding norm. The commit employee is the one who has positive moral that

can be seen through their willingness to do something more than others for the company and take part in taking responsible for the company's forward step.

The research also support the previous researcher such as Odom et al. (1990); O'Reilly et al. (1991); Meglino et al. (1989); Shadur et al. (1999); that stated there is a positive relation between company cultural that improve the employee moral awareness to commitment and employee extra behavior because the moral awareness is the underlying motivation

to raise the commitment and extra behavior. Furthermore, the moral awareness is built in accordance to the employee belief and the rules and norm assigned by company.

The result of test shows that the commitment play important roles to organizational citizenship behavior of operational hotel employee significantly, that can be seen through the coefficient of positive track 0,634, probability 0,000 $< \alpha$ 0,05 (smaller than the standard significant point 0,05) with CR 3,906 $>$ 1,96. The result of this study was generally consistent with previous studies (Uludağ et al., 2011; Sena, 2011; Ibrahim & Andi, 2013; Purnaman, 2013; Khan & Rashid, 2015 & Sarmawa & Suryani, 2015).

By this test, the seventh hypothesis that says about organizational citizenship behavior of operational hotel employee is announced right. It means that the commitment plays important role in increasing the behavior of organizational citizenship of operational employee of Nusa Dua Bali five star hotels.

The result of test supported by the descriptive statistics in which the average point of commitment variable is 4,150 that is classified good/fair. There is one indicator that has the point below the average while two indicators are above the average. The indicator which is below the average is commitment continuance (Y12) with two items of operational employee statement. In the other side, there are affective commitment and normative commitment that have point more than the average.

Affective commitment of five star hotel employees is classified good (the average is

4,195). It means that they were involved in the job organization, the company gives chance for the showing the sufficient and appreciated ability (Meyer, 1993). Affective commitment can raise if there is a relevance between individual and company goal so the employee keep working hard for the company since he has the goal and eager to gain it (Greenberg & Baron, 1993).

Normative commitment of five star hotel employees is really strong (the average is 4,313). This normative commitment deals with the action that a hotel employee done with his experience in socialization that is delivered to them that the organization expect and examine the employee loyalty. The internal pressure to obey the normative bring positive effect for the hotel employee to obey the assigned rules.

The continuance commitment is the indicator with the lowest point among the three indicator used and this indicator is also below the average of commitment variable. The continuance commitment is represented by two items, they are the employee will not quit from their job since it's too hard to find a vacant position in another hotel (Y 124), and the second item is they feel they have a better life since working there so it's no reason to leave this hotel (Y125). The first item shows the lowest point of operational hotel employee, that is 39 informant (19,69%) says agree, 81 informant (40,91%) says agree while 77 informant (38,89%) says half agree and also 1 informant (0,51%) says disagree.

The operational hotel employ lowest point in making decision about the first item is there is 78 informant (39,5%) says will do resign from the hotel if they find a chance to leave that might be done by the operational employee for seeking more experience, to enlarge their competence and the skill and also ready to compete as long as the reward in the new position is sufficient. Lab our turn over with this condition tend to be high. If some potential employee moves to another company it will bring a negative effect in the term of financial and image. It means that this condition must be handled through some transparent and fair policies.

The operational hotel employee with high job commitment can increase the organizational citizenship behavior that can be seen in their way of serving the guests that stay in that hotel. On the other words, the high of behavior organizational citizenship represent the high commitment to the organization as well.

The result of this research support the research previous finding that is done by Meyers and Allen (199), Morison (1994), Al-Busaidi and Kuehn (2002). Thus, it is a proof to the organizational commitment influential to the organizational citizenship behavior significantly.

CONCLUSION AND RECOMMENDATION

The research tends to find out and develop the OCB (Organizational Citizenship Behavior) and develop the previous empirical research about it, that is MAMA model theory can consist of motivation, ability and moral awareness. This model is the development of motivation theory McClelland, ability theory (Gardner, 1983) and the high performance theory (Yun, 2007), that stated the extra behavior of somebody deals with his motivation and his ability. Actually, this research does not do the same to those previous research but it is the development of the motivation theory McClelland, ability theory (Gardner, 1983) and the high performance theory (Yun, 2007), by added the moral awareness. Thus, it is now known that the OCB is not only influenced by motivation and ability but also by moral awareness, so the new formula is $OCB = MAMA$ which means the motivation, ability and moral awareness influential to the OCB (Organization Citizenship Behavior).

After doing the research, the researcher would propose a theory in which the main variable to support the organizational citizenship behavior growing up is MAMA model (motivation, ability and moral awareness) as an intrinsic behavior while the commitment or are functional of MAMA so it can be stated a formula:

$$OCB = f(MAMA).$$

Further, the research found out that in order to build the organizational citizenship behavior based on MAMA model and commitment, balancing condition between employee and the Supreme God in vertical relation, employee and employee in horizontal relation, also between employee and their social environment is really needed. It means the higher organizational citizenship behavior, the better balancing will be both in vertical and horizontal relation among employee.

If the focus only on the vertical relation without well arrangement supervising, it will motivate the radicalism phenomena in the organization and society such as violence behalf the religion, arrogance, temperamental or emotional action. On the contrary, if the focus is on the horizontal relation, it will bring individualism capitalistic. Thus, to minimize the tendency of the negative side, there is badly needed cooperative point of view to make balancing between the horizontal and vertical relation. One alternative to build these balanced is by applying the MAMA approach and commitment to motivate the religious behavior, polite, tolerant, and respect each other. These attitude is expected there in the organization as well as in the larger society even the country. The finding of the research is based on the hypothesis test and the analysis.

The research found out that the higher organizational citizenship behavior, would raise if there is a balance between the relation between employee and the GOD in vertical relation and the relation between employee with other employee and the social environment in horizontal relation. The research also found out the development of Motivation theory McClelland, ability theory (Gardner, 1983) and high performance theory (Yun, 2007) that stated organizational citizenship behavior is not only influenced by the motivation and ability but it is fairly right the formula $OCB = MAMA$, means MAMA model (Motivation, Ability, and Moral Awareness) influential to OCB (Organizational Citizenship Behavior). It is also found out that the factors influential to organizational

citizenship behavior is the MAMA variable model and the commitment. On the other words, the organizational citizenship behavior plays its function in MAMA model and commitment functionally, so it can be formularized as $OCB = f(MAMA)$.

This research still lacks in term of the time horizon cross sectional. This point of view regarded as a lack since the operational hotel employee do their job by giving service the hotel guests in average time of 8 hours a day. Self condition and the emotional of the informant when making their responses might be vary from minute to minute.

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