Original article

Strengthening Organizational Citizenship Behavior through the Implementation of Transformational Leadership, Organizational Culture, and Compensation System

Setyo Riyanto [1], Diana Candra Hapsari [2]

[1]Associate Professor Mercu Buana University, Jakarta, Indonesia
[2]Master of Management Student, Mercu Buana University, Jakarta, Indonesia

Corresponding author: setyo.ri yanto @mercu buana.ac.id

Abstract

This research intends to determine the level of influence of transformational leadership, organizational culture, and compensation systems on Organizational Citizenship Behavior (OCB) within the Judicial Commission employee. The respondents of this study were 130 employees of the Judicial Commission who were civil servants. The technique of data collection is done by meeting respondents directly and distributing questionnaires to employees. Data were analyzed using SPSS version 25.0. The analysis shows that Transformational Leadership, Organizational Culture, and Compensation significantly influence OCB. This study also shows that organizational culture is the dominant variable and influence on OCB within the Judicial Commission employees.

<u>Keywords:</u> *Citizenship, Leadership, Culture, Compensation, Judicial Commission.*

Introduction

Law No.25/2009 of the Republic of Indonesia mandates that public service delivery organizations are obliged to provide public services following the objectives of forming and conducting evaluations of the performance of implementers in the organization's environment on a regular and ongoing basis. The Judicial Commission that is also a public service organization, has conducted a continuous performance evaluation through the measurement of its primary services from 2015 to 2018. Based on PERMENPAN RB No. 14 of 2017, the results of the service performance of the Judicial Commission is still in the intimate 65.00 - 76.60 with the predicate of "C" quality or "poor" service performance. It means there are still 0.5 points that must be pursued by the Judicial Commission to obtain the title of 'good' service performance. Organizational performance improvement influence by the quality of organizational member behavior, where this behavior is not only shown by the quality of work implementation. Following the tasks that carry out, but also other behavior is needed by employees who can make a positive contribution to the organization. The success of the organization will achieve if the employees do not only perform their primary tasks but also do extra tasks.

Behaviors and extra work actions that exceed the description of the roles specified in the organization are the basic concepts of Organizational Citizenship Behavior (OCB). OCB is a term used to identify the behavior of employees who want to contribute to exceeding the demands of the role at work. Therefore, to improve the value of the Judicial Commission's service performance, employees who have good OCB are needed. However, the results of the survey revealed that the OCB percentage of employees of the Judicial Commission was in a low category. Furthermore, from the results of interviews with several structural officials and employees of the Judicial Commission. It found that the factors that influenced OCB were transformational leadership, organizational culture, and compensation. Therefore in this study, the focus is more on the influence of transformational leadership, organizational culture, and compensation on OCB within the Judicial Commission employees of the Republic of Indonesia.

Literature Review

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior is defined as "proactive behaviors that are primarily motivated by employees' willingness to voluntarily contribute to the organization" (Mo & Shi, 2017; Hughes, 2018). Organizational citizenship behavior can be view as a sequential process that forms the workers' behavior to behave spontaneously beyond their job description in order to maintain an organization's effectiveness. The results advocate that the organization is preferable to build OCB by concerning justice perceptions, job satisfaction, and affective commitment (Rifai, 2005).

Organizational Citizenship Behavior (OCB) is not part of an employee's formal job requirements, and that contributes to the psychological and social environment of the workplace (Robbins &

Judge, 2017; Nishii et al., 2008; Mangaleswaran, 2018). OCB is individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. Customer perceptions of the organization's products or services could be an external assessment of effectiveness influenced by OCB (Organ, 1988; D'Souza et al., 2015).

A review of organizational justice research found that justice perceptions are related to organizational outcomes such as job satisfaction, organizational commitment, organizational citizenship behavior, withdrawal, and performance (Colquitt et al., 2001). However, previous research has not tested relationships between fairness perceptions and employee engagement (Umrotul Khasanah, 2013). Research from Kawaguchi shows that employees with high levels of engagement besides having a good level of job satisfaction, also have a good tendency in terms of Organizational Citizenship Behavior (Kazutoshi et al., 2018; Riyanto et al., 2019; Cardona & Morley, n.d.).

Turnley (2003) state that such endeavors have been characterized among scholars as organizational citizenship behavior (OCB) (Rayner et al., 2012). One potential route through which exhibited OCB could trigger organizationally unhelpful outcomes is by reducing employee perceptions of organizational justice when certain types of OCBs exhibited by their coworkers ae rewarded (Farrell & Finkelstein, 2011; Christiansen & Chandan, 2017).

Transformational Leadership

Leadership is the ability to convince a group toward the achievement of a vision or set of goals. Surely, not all leaders are managers, nor are all managers leaders (Robbins & Judge, 2018). Transformational leadership supports innovation, particularly in times of change. There is also a positive connection between transformational leadership and employee creativity, and a negative relationship with innovation and transactional (traditional) leadership demonstrated (Taylor et al., 2019). Subordinates rated the managers who completed transformational leadership training as being higher on measures of intellectual stimulation, charisma, and individualized consideration compared to a control group whose managers did not complete the training (Piotrowski, 2018).

Leadership dynamics are based on relationship-connectivity between collective members. From this viewpoint, Avolio and Bass (1995) discussed how the aspect of individual-consideration in transformational leadership could cascade throughout the organization and result in increased levels of assistance, cooperation, and development among employees. The same cascading flow of leadership in relationship-connectivity between organizational members at the team level has been described as distributed (or shared) leadership by Gronn (2002), Day et al. (2004), and as collective leadership by Hiller et al. (2006). At the organizational level, O'Connor and Quinn (2004) view this as an organization's capacity for leadership. People admire leaders who awaken their curiosity, challenge them to think and learn, and encourage openness to new, inspiring ideas and alternatives (Daft, 2015; Kivipõld & Vadi, 2010;).

The transformational leader also provides individualized consideration by showing concern for the personal feelings and needs of followers. Finally, the transformational leader provides intellectual stimulation by challenging followers to re-examine some of their assumptions about their work and to rethink how they work can be better performed. These six behaviors capture the essence of transformational leadership (Podsakoff et al., 1996; Yang et al., 2010).

This process begins with top-level leaders, creating a sense of meaning at work for individual employees requires managers at every level to engage in a set of transformational leadership behaviors that inspire employees to achieve extraordinary results that contribute to the well-being of employees and other stakeholders served by the organization (Whittington et al., 2017; Dholakia et al., 2012).

Walumbwa and Lawler (2003) reported that collectivism moderated the relationship between transformational leadership and work-related attitudes and behaviors. They reported that transformational leadership had a significantly greater impact on work-related outcomes among those scoring high on collectivism than individuals scoring low on collectivism (Collings et al., 2009). An interesting study by Kahai and Avolio reviewed the effects of transactional versus transformational leadership styles on virtual groups challenged with the ethics of copying copyrighted software. Transformational leaders attempted to motivate the anonymous virtual team members to aspire to higher-order needs and values and fulfill their personal aspirations, stating that they would learn from their discussion about copying software by working together to arrive at a better conclusion (Gladden, 2014; Harrison, 2018; Brewster et al., 2017).

Where job characteristics (such as autonomy and task variety), positive transformational leadership and 'dispositional characteristics' (such as proactive personality); have an impact on job satisfaction, commitment and involvement, then both task and contextual performance will be enhanced (Christian et al. 2011; Turner, 2020).

Organizational Culture

Organizational Culture is a system of meanings and beliefs shared by organizational members that determine, in large part, how employees behave as a pattern of shared values and beliefs of the workforce. These shared values and beliefs equip members of the organization with meaning and rules to behave. In other words, organizational culture is "a system of shared meaning held by members" of an organization and is important in characterizing the identity of the organization (Gladden, 2014).

Two types of organizational culture, in particular, have the potential to promote product overprovision: adhocracy and market. As we explore in more detail in this article, the general commitment of adhocracy and market cultures to being, respectively, leading-edge and supremely competitive has the potential to push a firm to endow products with higher levels of capability than many customers require (Suyapto Bakti & Riyanto, 2020; Slater et al., 2011; Collings, 2012).

A manager and the organizational culture of the run company can essentially influence the process of sharing knowledge, by encouraging or discouraging the interactions and the teamwork within the company. The vision and the attitude of the management with regard to this issue differ from one country to another, taking into account the cultural differences (Germany, 2018; Sornson, 2015). As for internal communication, social media can contribute to a number of organizational dimensions: improvement of communication processes, community development, facilitation of information flow, promotion of values and consolidation of organizational culture, and stimulation of the creativity, even of collective intelligence, under optimum conditions (Manuti & de Palma, 2016). The culture will manifest itself at the level of

observable artifacts and shared espoused values, norms, and rules of behavior (Reniers et al., 2011).

Compensation

A philosophy of compensation is a summation of the values, goals, and principles that guide all decisions about salary, benefits, and perks. It provides a framework that relieves decision-makers of the burden of developing each compensation package individually. Building and describing this framework can force business owners to assess their most fundamental goals (Aronoff et al., 2011; Maurya & Agarwal, 2018; Marciano, 2011; Burchielli, 2009). It can also provide insight into such areas as compensation and benefits policies, training and development programs, career development roadmaps, pension programs, and any programs that could use improvement (Williamson & Harris, 2019; Aqil & Memon, 2020; Falcone, 1999). Moreover, work is what people do when they are employed and receive compensation for what they do (Jacobs, 2019; Cascio, 2014). At the same time, the design of incentive and compensation systems should consider the development of the aforementioned dimensions, in order to create a healthy organization for employees (Aguado & Eizaguirre, n.d.; Okros, 2020; (Scandura & Lankau, 1997).

Larger organizations are more likely to formalize relationships and to recognize trade unions. Hence it is no surprise to find that size is a significant factor for formalized communication. Size has an impact on the use of stock options as a form of compensation. This makes sense, given the greater likelihood of larger organizations having shareholder ownership (Wood et al., 2014; Taylor et al., 2019; Cruz, 2013; Husin & Nurwati, 2014).

Another philosophical issue that impacts compensation is the owners' attitude toward risk. Those who believe that the risk and the rewards accrue to the owners tend to focus compensation on a relatively fixed salary. Those who believe that employees should participate in business risk may make salaries lower and variable bonuses a larger part of total pay (Aronoff et al., 2011; Manuti & de Palma, 2016).

Methodology of Research

Population and Sample
The Population in this study were all Civil Servants in the Judicial Commission as many as 191 people, and using Slovin sample size theory:

$$n = \frac{N}{1 + N\,(e)^2}$$

Where:

n = sample size
N = population
e = precision (with degree of confident 95%)

$$n = \frac{191}{1 + 191\,(0.05)^2} = 129$$

Then the study sample takes using a purposive random sampling technique with a total sample of 130 employees.

Method of Collecting Data

The method used in data collection in this study used a Likert scale technique in the form of a questionnaire. The statements in this questionnaire are favorable and unfavorable. Each statement has five alternative answers, namely: strongly disagree, disagree, little bit agree, agree, and strongly agree.

Framework

Based on the literature review and previous studies on the effect of work motivation, organizational commitment, and job satisfaction on employee performance, researchers developed the following models:
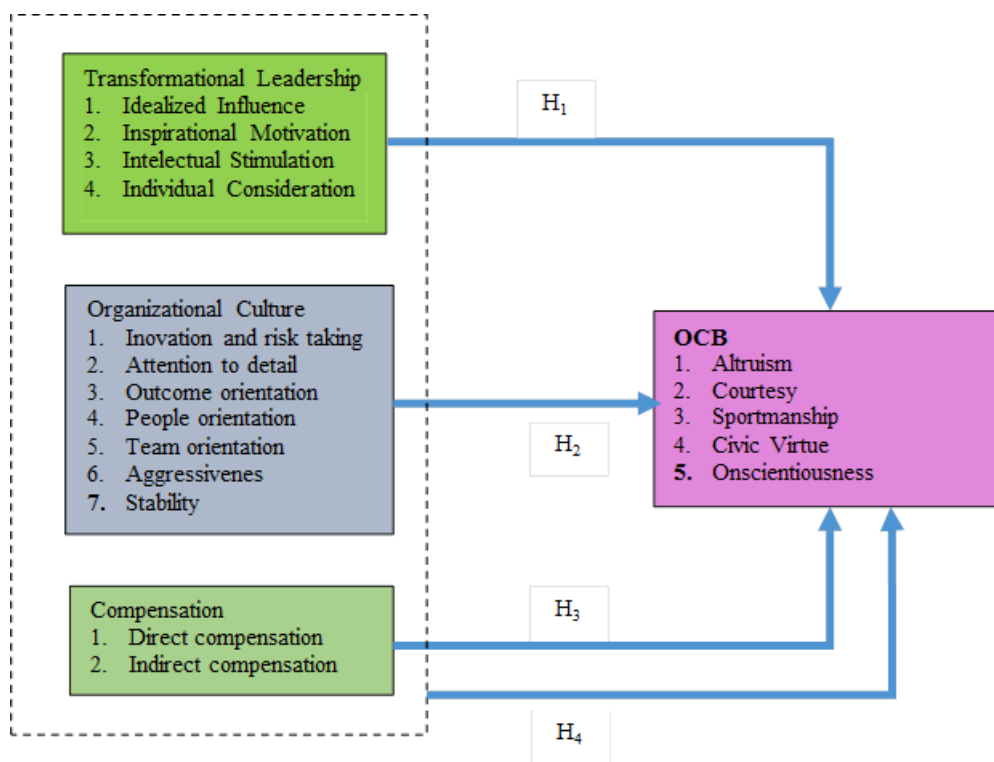

Figure 1: Framework

Hypothesis

Based on the above framework, the hypotheses of this research formula as follows:

H1: Transformational leadership has a positive and significant effect on OCB
H2: Organizational Culture has a positive and significant influence on OCB
H3: Compensation has a positive and significant effect on OCB

H4: Leadership, Organizational Culture, and Co-Leadership have a positive and significant impact on OCB
Results and Discussion

Validity and Reliability Test Results

Based on the results of the Validity Test, it can be seen that for OCB variables (Y), Leadership Transformation (X_1), Organizational Culture (X_2), and Compensation (X_3) each question gets an r count higher than r tables. This means that all questions in the questionnaire are valid.

Table: 1 The Result of Validity Test

Variable	Number of Question	Value ranges (r count)	r table	Notes
Transformational Leadership (X1)	16	0,570 – 0,896	0,172	Valid
Organizational Culture (X2)	28	0,600 – 0,759	0,172	Valid
Compensation (X3)	12	0,444 – 0,717	0,172	Valid
OCB (Y)	20	0,441 – 0,677	0,172	Valid

Based on the results of the reliability test, it can be seen that the variables of Leadership (X1), Organizational Culture (X2), Work Compensation (X3), and OCB Variables (Y), have Cronbach's Alpha values of 0.957, 0.959, 0.799, and 0.901 and all are above 0 6. Thus the variables of Leadership (X_1), Organizational Culture (X_2), Work Compensation (X_3), and OCB variables (Y) are declared reliable.

Table 2: The Result of Reliability Test

Variables	Cronbach's Alpha count	Requirement	Notes
Transformational Leadership (X1)	0,957	> 0.6	Reliable
Organizational Culture (X2)	0,959	> 0.6	Reliable
Compensation (X3)	0,799	> 0.6	Reliable
OCB (Y)	0,901	> 0.6	Reliable

Normality Test

Figure 2: The Result of Normality Test

Table 3: The Result of Normality Test

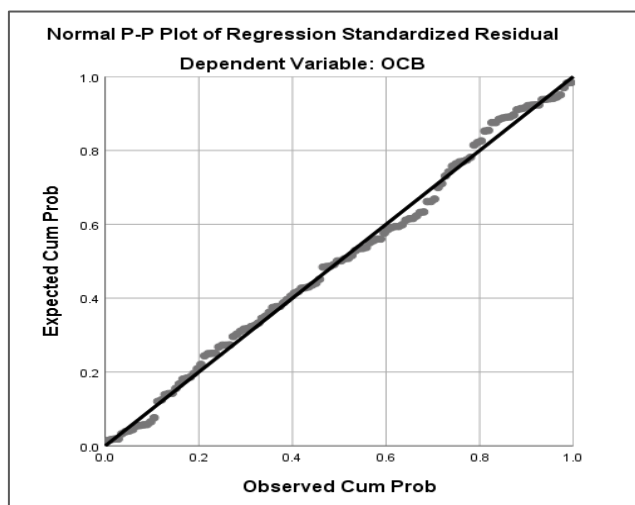| One-Sample Kolmogorov-Smirnov Test		
Unstandardized Residual		
N		130
Normal Parameters[a,b]	Mean	0,0000000
	Std. Deviation	0,20312106
Most Extreme Differences	Absolute	0,054
	Positive	0,047
	Negative	-0,054
Test Statistic		0,054
Asymp. Sig. (2-tailed)		.200[c,d]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

The assumption of data normality on the histogram chart follows the normal line, and the data distribution on the normal P-plot plot is located around the diagonal line. While based on the Kolmogorov-Smirnov normality test, it is known that the Asymp value. Sig. (2-tailed) Unstandardized Residual of 0.200 is greater than 0.05, so it can be concluded that the regression data in this study are normally distributed.
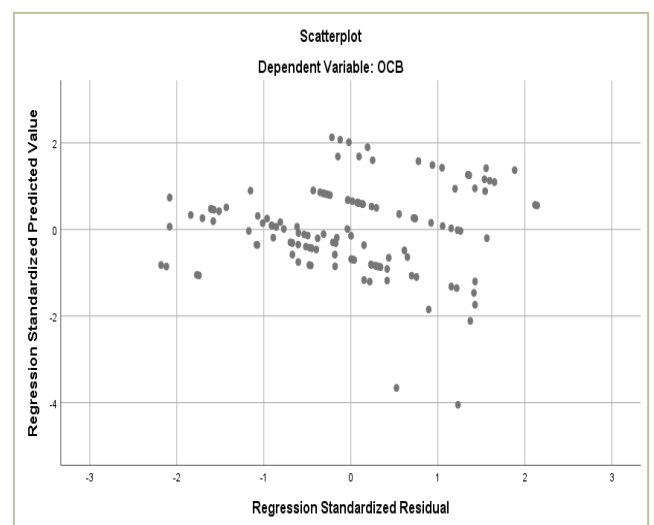
Heteroscedasticity Test

Figure 3: The Result of Heteroscedasticity

Based on the graph above, the points spread randomly above and below the number 0 on the y-axis, and do not have a clear pattern. Thus, it can be concluded that the regression model does not have heteroscedasticity.

Multicollinearity Test

Table 4: The Result of Multicollinearity Test

Coefficients[a]		
Model	**Collinearity Statistics**	
	Tolerance	**VIF**
(Constant)		
Transformational Leadership	0.736	1.358
Organizational Culture	0.774	1.291
Compensation	0.812	1.232
a. Dependent Variable: OCB		

The results of table 4 the tolerance value of each variable has a tolerance result above 0.10 and a VIF value below 10. This means that there is actually no multicollinearity between transformational leadership variables, organizational culture, and compensation used in the search or research model.

Multiple Linear Regression Analysis Test
This test includes a classic assumption test with data requirements must be normally distributed; the model must be free from the symptoms of multicollinearity and free from heteroscedasticity.

Table 5: The Result of Multiple Regression Analysis

Coefficients[a]						
Model		**Unstandardized Coefficients**		**t**	**Sig.**	**Notes**
		B	**Std. Error**			
1	(Constant)	1.110	0.141	7.873	0.000	
	Transformational Leadership	0.330	0.031	10.699	0.000	Significantly Positive Influence
	Organizational Culture	0.228	0.036	6.307	0.000	Significantly Positive Influence
	Compensation	0.244	0.042	5.848	0.000	Significantly Positive Influence
a. Dependent Variable: OCB						

Results obtained:

$$Y = 1{,}110 + 0{,}330 \, X1 + 0{,}228 \, X2 + 0{,}244 \, X3 + e$$

This can be interpreted as follows:

1) Constant of 1,110; it can be interpreted that without transformational leadership variables, organizational culture, and compensation, the OCB value is 1,110.
2) The leadership regression coefficient of 0.330; it can be interpreted that each transformational leadership is increased by 1 unit, then OCB will increase by 0.330.
3) The regression coefficient for organizational culture variables is 0.228; it can be interpreted that each organizational culture is increased by 1 unit, then OCB will increase by 0.228.

4) The regression coefficient of the compensation variable is 0.244; it can be interpreted that each compensation is increased by 1 unit, then OCB will increase by 0.244.

From the table abovse it is known the significance value for the influence of transformational leadership, organizational culture and compensation on OCB are 0,000 <0.05 and F count 141,021> F table 2, 68, so it can be concluded that H4 is accepted which means there is an influence of transformational leadership, Organizational culture and simultaneous compensation to OCB.

Correlation between Dimensions

The correlation analysis of this study was conducted to identify the relationship between the dimensions of transformational leadership, organizational culture, and compensation for the OCB dimension. Correlation matrix between dimensions can be seen in the following table:

Table 6: The Result of Interdimensional Correlation

Correlations						
Variable	**Dimensi**	**OCB (Y)**				
		4.1 Altruism	**4.2 Conscientiousness**	**4.3 Civic virtue**	**4.4 Sportsmanship**	**4.5 Courtesy**
Transformational Leadership (X_1)	*1.1 Idealized Influence*	0.677	0.641	**0.688**	0.680	0.619
	1.2 Inspirational Motivation	0.640	0.617	0.646	0.654	0.618
	1.3 Intelectual Stimulation	0.644	0.622	0.632	0.631	0.624
	1.4 Individual Consideration	0.671	0.582	0.667	0.597	0.584
Organizational Culture (X_2)	*2.1 Inovation and risk taking*	0.427	0.485	0.483	0.460	0.444
	2.2 Attention to detail	0.467	**0.560**	0.444	0.537	0.424
	2.3 Outcome orientation	0.503	0.538	0.501	0.505	0.450
	2.4 People orientation	0.509	0.527	0.512	0.530	0.494
	2.5 Team orientation	0.511	0.541	0.520	0.520	0.518
	2.6 Aggressivenes	0.491	0.538	0.509	0.551	0.511
	2.7 Stability	0.401	0.503	0.461	0.494	0.420
Compensation (X_3)	*3.1 Direct compensation*	0.471	0.457	0.462	0.446	0.435
	3.2 Indirect compensation	0.469	0.397	0.496	0.487	**0.498**
N		130	130	130	130	130
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

Table 6 shows that the results of the dimension correlation matrix values between variables can be described that the greatest correlation value between the dimensions in the Transformational Leadership (X_1) variable to the OCB (Y) variable is the X1.1 Idealized Influence dimension with the Y3 dimension. Civic Virtue is 0.688 and is included in the category of strong relationship level. This explains that the dimension X1.1 Idealized Influence in the Leadership variable is needed to support the increase in OCB (Y), especially in the OCB Civic Virtue dimension. The greatest correlation value between the dimensions in the Organizational Culture variable (X_2) and the OCB (Y) variable is X2.2 Attention to Detail with the Y2 dimension. Conscientiousness is 0.560 and belongs to the medium level of the relationship category. This explains that the dimension X2.2 Attention to Detail in the Organizational Culture variable is needed for each increase in OCB (Y), especially in the Conscientiousness dimension. The greatest correlation value between the dimensions in the Work Compensation variable (X_3) and the OCB (Y) variable is the X3.2 Indirect Compensation dimension with the Y5 dimension. Courtesy is 0.498 and belongs to the medium level of the relationship category. This explains that the dimension X3.2 Indirect Compensation in the Work Compensation variable is required for each increase in OCB (Y), especially in the Courtesy dimension.

Conclusions and Suggestion

Conclusion

1. Transformational leadership partially has a positive and significant influence on OCB employees in the Judicial Commission environment. Especially the leader can provide an ideal influence by being a role model for his subordinates and able to formulate his vision and mission clearly besides being able to provide motivation and encourage employees to think innovatively. However, leadership is still less attentive to the needs of employees in the process of carrying out tasks.
2. Organizational culture partially has a positive and significant effect on OCB employees in the Judicial Commission environment, especially the culture of working precisely and accurately and in detail. Besides that, the culture is results-oriented, to individuals, and teams as well as a culture of time discipline and fair competition. However, it is still weak in a sincere culture at work and comfortable at work.
3. Compensation has a partially positive and significant effect on OCB employees in the Judicial Commission environment, especially compensation does not directly affect the level of employee politeness to avoid interpersonal conflict and try to always obey and internalize organizational regulations. However, indirect compensation is still weak to increase enthusiasm and high work commitment.
4. Transformational leadership, organizational culture, and compensation together have a positive and significant effect on OCB. With the transformational leadership style, strong organizational culture, and high compensation, OCB can improve employees in the Judicial Commission environment.

Suggestion

Based on the above conclusions, the authors provide the following advice:

1. Leaders must pay more attention to the needs of employees and be able to be a mentor in the process of achieving organizational performance so that employees do not feel when there are obstacles faced in the process of completing tasks become an employee's responsibility. With the attention of leadership can foster the voluntary behavior of employees to perform or carry out their duties and obligations more than the target organization.
2. Organizations need to maintain the values that already apply in the organization in terms of sincerity at work because work is worship, concern for colleagues who experience or face difficulties in carrying out tasks or personal problems so that employees feel comfortable in working and problems/obstacles that are faced by employees to immediately get a solution and not protracted that can become an iceberg and hinder the achievement of organizational goals. By maintaining organizational values that already exist, it can foster souls. Please help colleagues voluntarily.
3. Organizations need to pay attention to the benefits and facilities received by employees fairly and objectively. Employees whose workload is heavier and with good work performance, the benefits received will be different from those that are not heavy, and their work achievements are mediocre so that employees feel their performance is valued more by the organization. With the provision of indirect compensation that is fair and objective, it can foster the voluntary behavior of employees to perform or carry out their duties and obligations more than the organization targets.
4. For further research can continue similar research by developing other variables that can affect OCB with a larger population.

Data Availability

All data generated and analyzed are available in this manuscript.

Conflicts of Interest

The authors declares that there is no conflict of interest regarding the publication of this paper.

Acknowledgment

References

[1] Aguado, R., & Eizaguirre, A. (n.d.). Virtuous Cycles in Humanistic Management.
[2] Aqil, R., & Memon, S. B. (2020). The exit interview in Pakistan's IT and banking industries: Mere formality or catalyst for change? Global Business and Organizational

Excellence, 39(2), 62–70. https://doi.org/10.1002/joe.21986

[3] Aronoff, C. E., McClure, S. L., & Ward, J. L. (2011). Family Business Compensation. In Family Business Compensation. https://doi.org/10.1057/9780230116009

[4] Bogler, R., & Somech, A. (2005). Organizational citizenship behavior in school: How does it relate to participation in decision making? Journal of Educational Administration, 43(5), 420–438. https://doi.org/10.1108/09578230510615215

[5] Brewster, C., Boselie, P., & Purpura, C. (2017). Hrm in the international organizations. In HRM in Mission Driven Organizations: Managing People in the Not for Profit Sector. https://doi.org/10.1007/978-3-319-57583-4_4

[6] Burchielli, R. (2009). HRM, Work and Employment in China. In Management Research News (Vol. 32, Issue 4). https://doi.org/10.1108/01409170910944344

[7] Cardona, P., & Morley, M. J. (n.d.). Manager – Subordinate Trust.

[8] Cascio, W. F. (2014). Leveraging employer branding, performance management and human resource development to enhance employee retention. Human Resource Development International, 17(2), 121–128. https://doi.org/10.1080/13678868.2014.886443

[9] Christiansen, B., & Chandan, H. C. (2017). Handbook of Research on Organizational Culture and Diversity in the Modern Workforce. In Handbook of Research on Organizational Culture and Diversity in the Modern Workforce. https://doi.org/10.4018/978-1-5225-2250-8

[10] Collings, D. G. (2012). International Human Resource Management: Policies and Practices for Multinational Enterprises. In The International Journal of Human Resource Management (Vol. 23, Issue 7). https://doi.org/10.1080/09585192.2012.659050

[11] Collings, D. G., Scullion, H., & Curran, D. (2009). International human resource management. In Human Resource Management: A Critical Approach. https://doi.org/10.4324/9780203876336

[12] Cruz, A. P. S. (2013). Optimize Your Asset—Your Greatest People. In Journal of Chemical Information and Modeling (Vol. 53, Issue 9). https://doi.org/10.1017/CBO9781107415324.004

[13] D'Souza, J., Jacob, J., & Willis, V. F. (2015). Dividend Policy Responses to Deregulation in the Electric Utility Industry. International Journal of Business Administration, 6(2). https://doi.org/10.5430/ijba.v6n2p1

[14] DAFT, R. L. (2015). the Leadership Experience 6E. The Leadership Experience, Sixth Edition, 6E, 530. https://doi.org/10.1017/CBO9781107415324.004

[15] Dholakia, N., Kompella, R. K., & Hales, D. (2012). The Dynamics of Inshoring. In Knowledge Globalization Conference.

[16] Falcone, P. (1999). 101 Sample Write-Ups for Documenting Employee Performance Problems : a Guide To Progressive Discipline &Amp; Termination.

[17] Farrell, S. K., & Finkelstein, L. M. (2011). The Impact of Motive Attributions on Coworker Justice Perceptions of Rewarded Organizational Citizenship Behavior. Journal of Business and Psychology, 26(1), 57–69. https://doi.org/10.1007/s10869-010-9174-5

[18] Germany, P. (2018). Proceedings of the European Conference on Knowledge Management, ECKM. In Proceedings of the European Conference on Knowledge Management, ECKM (Vol. 1, Issue September).

[19] Gladden, R. (2014). Leading Virtual Project Teams: Adapting Leadership Theories and Communications Techniques to 21st Century Organizations. In Project Management Journal (Vol. 45, Issue 4). https://doi.org/10.1002/pmj.21439

[20] Harrison, C. (2018). Leadership Theory and Research. In Leadership Theory and Research. https://doi.org/10.1007/978-3-319-68672-1

[21] Hughes, C. (2018). Ethical and legal issues in human resource development: Evolving roles and emerging trends. In Ethical and Legal Issues in Human Resource Development: Evolving Roles and Emerging Trends. https://doi.org/10.1007/978-3-319-99528-1

[22] Husin, H., & Nurwati, N. (2014). The Role of Accounting Information, Job Satisfaction, and Organizational Commitment to Job Performance through Organizational Citizenship Behavior (OCB) (Studies in Small and Medium Enterprises in Southeast Sulawesi). IOSR Journal of Business and Management, 16(11), 25–31. https://doi.org/10.9790/487x-161152531

[23] Jacobs, R. L. (2019). Work Analysis in the Knowledge Economy. In Work Analysis in the Knowledge Economy. https://doi.org/10.1007/978-3-319-94448-7

[24] Kivipõld, K., & Vadi, M. (2010). A measurement tool for the evaluation of organizational leadership capability. Baltic Journal of Management, 5(1), 118–136. https://doi.org/10.1108/17465261011016595

[25] Lin, M. Y., Chiang, C. F., & Wu, K. P. (2018). How Hospitality and Tourism Students Choose Careers: Influences of Employer Branding and Applicants' Customer Orientation. Journal of Hospitality and Tourism Education, 30(4), 229–240. https://doi.org/10.1080/10963758.2018.1480377

[26] Lukas, B. a, Whitwell, G. J., & Heide, J. B. (2013). Why Do Customers Get More Than They Need? How Organizational Decisions. 77(January), 1–12.

[27] Mangaleswaran, T. (2018). Relationship between Work-Life Balance and Job Performance of Employees. 20(5), 11–16. https://doi.org/10.9790/487X-2005011116

[28] Manuti, A., & de Palma, P. D. (2016). The social organization: Managing human capital through social media. In The Social Organization: Managing Human Capital Through Social Media. https://doi.org/10.1057/9781137585356.0001

[29] Marciano, P. L. (2011). Carrots and Sticks Don't Work. Carrots & Sticks Don't Work - Business Book Summaries, 1–10. http://content.ebscohost.com/ContentServer.asp?T=P&P=AN&K=58040911&S=R&D=qbh&EbscoContent=dGJyMNHr7ESeqLQ4v%2BvlOLCmr0qeprFSsaq4S7OWxWXS&ContentCustomer=dGJyMOzpr1Cvpq5KuePfgeyx44Dt6fIA%5Cnhttp://search.ebscohost.com/login.aspx?direct=true&db=qbh&AN=58040

[30] Maurya, K. K., & Agarwal, M. (2018). Organisational talent management and perceived employer branding. International Journal of Organizational Analysis, 26(2), 312–330. https://doi.org/10.1108/IJOA-04-2017-1147

[31] Nishii, L. H., Lepak, D. P., & Schneider, B. (2008). Employee attributions of the "why" of HR practices: Their effects on employee attitudes and behaviors, and

customer satisfaction. Personnel Psychology, 61(3), 503–545. https://doi.org/10.1111/j.1744-6570.2008.00121.x

[32] Okros, A. (2020). Harnessing the Potential of Digital Post-Millennials. https://doi.org/10.1007/978-3-030-25726-2_8

[33] Piotrowski, A. (2018). Translating Training into Leadership: The reasons Psychologists make effective leaders.

[34] Rayner, J., Lawton, A., & Williams, H. M. (2012). Organizational Citizenship Behavior and the Public Service Ethos: Whither the Organization? Journal of Business Ethics, 106(2), 117–130. https://doi.org/10.1007/s10551-011-0991-x

[35] Reniers, G. L. L., Cremer, K., & Buytaert, J. (2011). Continuously and simultaneously optimizing an organization's safety and security culture and climate: The Improvement Diamond for Excellence Achievement and Leadership in Safety & Security (IDEAL S&S) model. Journal of Cleaner Production, 19(11), 1239–1249. https://doi.org/10.1016/j.jclepro.2011.03.002

[36] Rifai, H. A. (2005). Test of the Relationships among Perceptions of Justice, Job Satisfaction. Gadjah Mada International Journal of Business, 7(2), 131–154.

[37] Riyanto, S., Ariyanto, E., & Lukertina, L. (2019). WORK LIFE BALANCE AND ITS INFLUENCE ON EMPLOYEE ENGAGEMENT "Y" GENERATION IN COURIER SERVICE INDUSTRY. International Review of Management and Marketing, 9(6), 25–31. https://doi.org/10.32479/irmm.8499

[38] Riyanto, S., & Panggabean, M. (2020). The Impact of Leadership, Organizational Culture and Organizational Climate on Employee Job Satisfaction (Case Study: PT Garuda Indonesia (Persero) Tbk).

[39] Robbins, S. P., & Judge, T. A. (2017). Organizational Behavior, Global Edition. 747.

[40] Robbins, S. P., & Judge, T. A. (2018). Essentials of Organizational Behavior (Fourteenth Edition). In Journal of Chemical Information and Modeling (Vol. 53, Issue 9). https://doi.org/10.1017/CBO9781107415324.004

[41] Scandura, T. A., & Lankau, M. J. (1997). Relationships of gender, family responsibility and flexible work hours to organizational commitment and job satisfaction. Journal of Organizational Behavior, 18(4), 377–391. https://doi.org/10.1002/(SICI)1099-1379(199707)18:4<377::AID-JOB807>3.0.CO;2-1

[42] Slater, S. F., Olson, E. M., & Finnegan, C. (2011). Business strategy, marketing organization culture, and performance. Marketing Letters, 22(3), 227–242. https://doi.org/10.1007/s11002-010-9122-1

[43] Sorkun, M. F., & Onay, M. (2018). Strategic Design and Innovative Thinking in Business Operations The Role of Business Culture and Risk Management (Issue June). https://doi.org/10.1007/978-3-319-77622-4

[44] Sornson, B. (2015). Over-tested and under-prepared: Using competency based learning to transform our schools.

[45] Suyapto Bakti, W., & Riyanto, S. (2020). The Influence of Work Environment, Organizational Culture and Employee Development Against the Employee Capabilities on Employees of PT Petrosea Tbk. In International Journal of Innovative Science and Research Technology (Vol. 5, Issue 1). www.ijisrt.com

[46] Taylor, A., Santiago, F., Hauer, J., Hynes, R., & Mickahail, B. K. (2019). Leadership, Growth, and the Future. In Effective and Creative Leadership in Diverse Workforces. https://doi.org/10.1007/978-3-030-02348-5_5

[47] Turner, P. (2020). Employee engagement in contemporary organizations: Maintaining high productivity and sustained competitiveness. https://doi.org/10.1007/978-3-030-36387-1

[48] Umrotul Khasanah, U. K. (2013). The Practice of Profit and Loss Sharing System For Rice Farmers in East Java, Indonesia. IOSR Journal of Business and Management, 9(3), 1–7. https://doi.org/10.9790/487x-0930107

[49] Whittington, J. L., Meskelis, S., Asare, E., Beldona, S., Whittington, J. L., Meskelis, S., Asare, E., & Beldona, S. (2017). Enhancing Engagement Through Effective Performance Management. In Enhancing Employee Engagement. https://doi.org/10.1007/978-3-319-54732-9_8

[50] Wood, G., Brewster, C., & Brookes, M. (2014). Human resource management and the institutional perspective. Human Resource Management and the Institutional Perspective, 1–226. https://doi.org/10.4324/9781315796079

[51] Yang, J., Zhang, Z. X., & Tsui, A. S. (2010). Middle manager leadership and frontline employee performance: Bypass, cascading, and moderating effects. Journal of Management Studies, 47(4), 654–678. https://doi.org/10.1111/j.1467-6486.2009.00902.x