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ORGANIZATION CITIZENSHIP BEHAVIOR FOR THE ENVIRONMENT AT FINANCIAL INSTITUTIONS

¹A.M. Nur Huda Kalimullah, ²Lenny Christina Nawangsari

¹⁾ Mercu Buana University, Jakarta, Indonesia

²⁾ Mercu Buana University, Jakarta, Indonesia

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Corresponding author: first author

E-mail: nurhuda61@gmail.com,
lenny.christina@mercubuana.ac.id



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Abstract: The purpose of this study is the way to understand and explain leadership and organizational culture in the Organizational Citizenship Behavior for the Environment (OCBE) by mediation through job satisfaction at financial institutions in Indonesia. The research method uses quantitative approach, which takes 125 respondents as a sample in financial institutions by questionnaire. The questioner uses Likert Scale with 5 levels of answers. The data collection techniques by questionnaires, interviews, and survey instruments which are sent randomly to employees at financial institutions. The data analysis is using the SEM (Structural Equation Modeling) method by the Software SmartPLS (Partial Least Square) version 3.2.8. The study revealed that leadership and organizational culture to the dimension OCBE through job satisfaction has a significant positive effect on OCBE partially and simultaneously.

Keywords: Leadership, Organizational Culture, Job Satisfaction, OCBE

INTRODUCTION

An organization is expected not only for profit-oriented, but also there is concern in internal environment and external environment organization that can create continuous and long-term organizational sustainability Long. Every organization should be able to do competition, so the organization can survive (Nawangsari & Sutawidjaya: 2018). Every organization must have a good resource to face global competition. Human resource management has to be able to fulfill all organization needs, moreover, Green Human Resource Management become a key issue in an organization and become a strategy to improve Competition in the business World (Nawangsari & Sutawidjaya: 2019).

The concept of green office is a form of contribution of organization and employees in the efforts to preserve the environment in office activities. The application of green Office concept will bring positive impact to the Organization, thus the concept of green Office should be considered and implement in each company. The environmentally friendly concept

should be realized by humans as the phenomenon of natural damage, human behaviour as the dominant factor in this problem.

Starting from the World Wildlife Fund (WWF) initiative to implement the green office in the UK, then the Green Office movement was born and adopted by other countries including Indonesia. This green office is a professional effort of the company in enforcing the principle of environmentally friendly life. Green Office is an office that is designed to collaborate with the environment, so the office can operate as usual without having to find a neighborhood. Thus, the green office as a concept of green office that follows the rules of environmental ethics.

In Indonesia, especially to applicate the Green Office or Green Finance in the financial industry has regulated in the Financial Services Authority (POJK) Number 51, Year 2017 on the implementation of sustainable finance for financial services institutions, issuers, and public companies.

LITERATURE REVIEW

Leadership

One who is able to cultivate and develop all the best in his subordinates is the leader. As we know, most people, the leaders were not born, but have to be created (Rose et al: 2015). According to Seng Kiat Kok & Claire McDonald (2017), the leader should be able to make the relationship between the company's performance, individual behaviour, and the team more explicitly. The true leader is consider himself as a servant to his followers and should be a shadow that is not self-highlighting (Muhammad Hashim et al: 2017 & Philip Hallinger: 2018). According to Baltaci & Balci (2017), Leadership centers on action, in direct decision making mechanisms used in crisis conditions and in dynamic productivity conditions.

Organizational Culture

An organizational culture or corporate culture is a set relatively of long-lasting of values and norms that the members of the organization (employees) apply as norms of behavior in resolving company issues. Arifin (2015) said that organizational culture can improve organizational performance in the long term. Whereas, Boyce et al (2015), cultural organization is described as a driver of the company's performance. Organizational culture is very important for optimal organizational management (Nazarian et al: 2017). According to Valmohammadi & Roshanzamir (2015), organizational culture is a common assumption and a understanding that under the level of individual consciousness. An organizational culture can make people or members unified under the same beliefs and values (Hoque: 2018).

Job Satisfaction

Job satisfaction is an employee's attitude to work related to the situation, employee cooperation, earned rewards in work, and matters involving physical and psychological factors. According to Prasetyo et al (2017), job satisfaction will bring about higher behavior for employees, so they will respond to the organization that is already treating well. The strength of character in the work can arise from the result of work satisfaction (Lavy & Ovadia: 2017). Job satisfaction is the result of an employee's perception of how well the job in providing the thing that important (Ummah & Athambawa: 2018). Job

satisfaction is a positive feeling about the work that comes from the employee's quality assessment (Saifi & Shahzad: 2017 & Robbins & Judge: 2012).

Organization Citizenship Behaviorfor the Environment (OCBE)

Boiral et al. (2018), defines the behavior of organizational citizenship for the environment (OCBEs) consisting of "individual social, voluntary, and discretionary behaviors that are not explicitly recognised by formal management systems and that contribute to On effective environmental management by the Organization ". It was also by Hongdan Zhao and Qiongyao Zhou (2019) that OCBE was a voluntary act undertaken by employees towards environmental improvement in the organization.

Preliminary Research

Influence of leadership on work satisfaction in Aprilia Christy Maweiet al. (2014), cultural influence of organization towards work satisfaction in Steven Set Xavierius Tumsheer et al. (2016), influence of leadership against OCBE in Soon-Yew Ju et Al. (2015), the organizational culture against OCBE in Nhat Tan PHAM et al. (2018), job satisfaction against OCBE in Anja Raksa Pradhiptya (2018).

Theoritical Framework

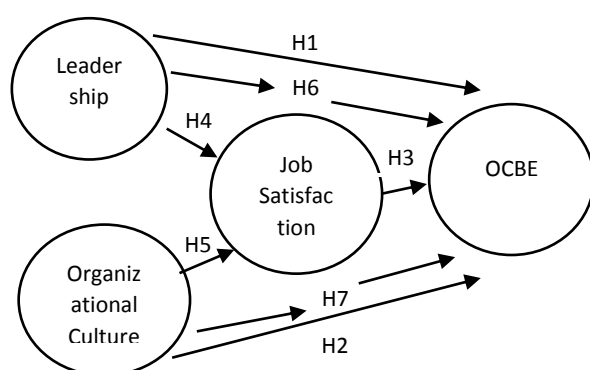


Figure 1. Inter-Variable Relationship Model

The hypotheses of this research are as follows:

- H1: Leadership affects on job satisfaction
- H2: Organizational culture affects on job satisfaction
- H3: Leadership affects on OCBE
- H4: Organizational culture affects on OCBE
- H5: Job satisfaction affects on OCBE
- H6: Leadership influence on OCBE by mediation through job satisfaction
- H7: Organizational culture affect on OCBE is by mediation through job satisfaction

RESEARCH METHODS

The research used quantitative research that has primary data in the form of surveys. In obtaining data intactly, which relevant and perfecting data, and the primary data of surveys, researchers also use secondary data based on result of interviews with employee analysis on several financial institutions. The purpose of the study was being designed to be able to describe and analyze the correlation between independent variables and dependent variables. The details of variables are measured by dimensions and indicators. The number of items can be seen in table 1 Independent (exogenous) variables that measured by using the Likert Scale,

leadership (X1) and organizational culture (X2), then the dependent variables (endogenous) are job satisfaction (Y1) and OCBE (Y2).

The measurement of each variable, from the leadership variables (X1) of Fiedler theory there are three dimensions, those are; the dimension of leader member relations (ability to respect the rights and obligations, warm communication), the dimension of task structure (simplicity of work plan and realization of work), and the dimension of position power (ability to rule subordinates and determination in decision making).

Organizational culture variables (X2) of the theory Robbins have four dimensions, those are; the dimension of trust (members get job satisfaction, members try to develop themselves and their abilities), the dimension of aggressiveness (full member of the initiative, members set plans), dimension of Personality (Group members help each other, members appreciate each other dissent), dimension of performance (members always prioritize quality). Work satisfaction variables (Y1) of Reori Robbins have three dimensions, those are; the dimension of work relationship (interacted Harmony, two-way communication), dimension of work challenges (completing tasks, satisfaction in completing the task), dimension of work protection (Government protection, protection from work agreement). The organization citizenship behavior for the environment variable (Y2) from the Boiral and Paille theories has three dimensions, those are; the dimension of eco-initiatives (dumping waste into place, shutting down electricity when not needed), the eco dimension of civic engagement (always uptodate the information about the environment, positively contributing environmental action), dimension of eco-helping (spontaneously giving time to help coworkers, provides examples to coworkers to behave environmentally friendly).

Population and Sample

The population of this study is all employees of the financial institutions in Indonesia. the techniques in taking a sample is using a hair formula. The hair formula of this population does not know total of the number surely, so the count of indicators as much as 25 multiplie 5 equals 125 samples.

Method Analysis

In this study used regression analysis (Partial Least Square)/PLS to test the seven hypotheses proposed in this study. Each hypothesis will be analyzed using SmartPLS version 3.2.8 software to test the relationship between variables. Partial Least Square (PLS) compared with other approaches, especiallywith the maximum method likelihood, Partial Least Square (PLS), commonly it works with a small amount of zero intercorrelation assumption between the residual and variables.

FINDINGS AND DISCUSSION

Outer Model

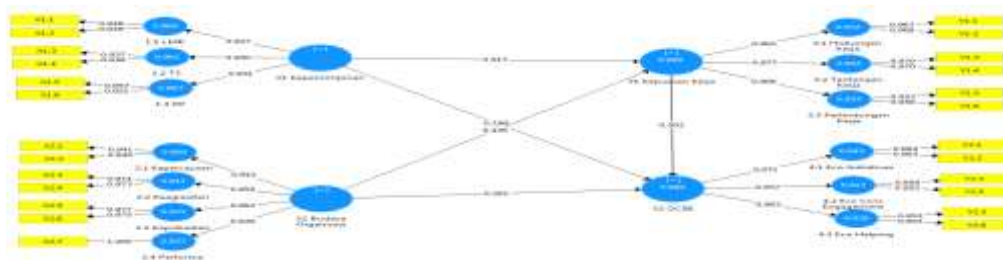


Figure 2. Inter-construct Value Models and Dimensions of OCBE Research Models Using Smart PLS 3.2.8

Data analysis results are sorted descriptively of the every variable obtained. The study received 125 respondents to the financial institutions. Based on the results of the study, there were 67 male employees is 53.60%, while there were female employees 58 is 46.40%. Based on the highest working experience is the working period of more than 5-10 years, which equals 58 employees. In terms of employee age, the highest number is the age above 36-45 years equivalent 57 employees. In addition, based on the background of education average, bachelor degree (S1) the number of employees are 90 employees with 72%, while the smallest background education is senior high school level (SMA) with 7 employees is 5.60%. Descriptive statistical analysis is used to understand the propensity of questionnaire responses by respondents based on category selection by using a Likert Scale 1 (totally agreed) up to 5 (fully agreed) for each variable statement. Based on the data collection, it tabulates to determine the distribution of answers from each indicator for each research variable and the results show as following table:

Table 1.
Variable Description

	Variabel	Mean
X1	Leadership	3,22
X2	Organizational Culture	3,35
Y1	Job Satisfaction	3,37
Y2	OCBE	3,46

Source: Primary data collected (2019)

Measuring model Evaluation (outer model), to understand the validity and reliability of linking between indicators with latent variables. Convergent validity tests are carried out by investigating the reliability of individual items, internal consistency, or reliability of the construction, and the average variance extracted. The converging validity evaluation of individual item investigations can be measured from the standard load factor values. The standard loading factor assesses the correlation between each indicator item and its construction. The loading factor value used in this study is > 0.7 but for the early stage research of the development of loading value 0.5 to 0.6 is considered adequate, and indicated by the value of Average Variance Extracted (AVE) above 0.5.

Evaluation convergent validity of the assessment Average variance extracted (AVE) explained about the magnitude of the variable manifest variant that can be owned by the latent construct, the more/larger variant of the variable manifest contained by the latent construct, the greater the representation of the variable manifest to the construction of the Latin. Evaluation of the validity performed Average Variance Extracted (AVE) checks can be seen from the AVE value based on the results of data processing with SmartPLS version 3.2.8

Table 2.
Average Variance Extracced

Variabel	Dimensi	AVE Value	
Leadership (X1)	1.1 Leader Member Relations	0.900	
	1.2 Task Structure	0.877	

	1.3 Position Power	0.910	0.784
Organization Culture (X2)	2.1 Trust	0.885	0.851
	2.2 Aggressiveness	0.948	
	2.3 Personality	0.953	
	2.4 Performance	1.000	
Job Satisfaction (Y1)	3.1 Work Relationship	0.937	0.874
	3.2 Work Challenges	0.942	
	3.3 Work Protection	0.911	
OCBE (Y2)	4.1 Eco-Initiatives	0.929	0.851
	4.2 Eco-Civic-Engagement	0.912	
	4.3 Eco-Helping	0.909	

Source: Primary data collected (2019)

In the table above it is known that the value of AVE for all variables has an AVE value of > 0.5 , so the AVE value of the discriminant validity tests is already fulfilled for subsequent testing. Thus, discriminant validity tests has been fulfilled as well by the convergent validity test, so it can be concluded that the research model is Valid.

Table 3.
Composite Reliability and Cronbach's Alpha Value

Variabel	Composite Reliability	Cronbach's Alpha
Leadership	0.956	0.945
Organizational Culture	0.975	0.969
Job Satisfaction	0.976	0.971
OCBE	0.972	0.965

Source: Primary data collected (2019)

In table above, it is known that the value of Composite Reliability for leadership variables, organizational culture, job satisfaction, and OCBE more than 0.7 even close to 1 as well as the value of the Alpha Cronbach's more than 0.6. For all these variables above 0.80 or even close to 1. The values of the table are already exceeded from the standard, namely 0.7 and 0.6, so that all the variables in this study are declared reliable.

For structural model (inner model) or hypothesis test in this study based on the calculation of SmartPLS version 3.2.8 as table below.

Tabel 4.
Nilai R Square (R^2) from Research Model

Konstruk	R Square	R Square Adjusted
Y1 Job Satisfaction	0.802	0.799
Y2 OCBE	0.889	0.886

Source: Primary data collected (2019)

Base on table above that the connection between the construction based on the value of R-squareAdjusted can be explained that the work satisfaction variable (Y1) is 0.799, it indicates that 79.9% of work satisfaction variables (Y1) can be influenced by the leadership variables (X1), and organizational culture (X2), while the remaining 20.1% is influenced by other variables outside of the While the relationship between the construction based on the value of R-squareAdjusted can be explained that the OCBE variable (Y2) is 0.886, it indicates that 88.6% of OCBE (Y2) variables can be affected by the leadership variables (X1), organizational culture (X2), and job satisfaction variables (Y1), while the remaining 11.4% is influenced by other variables outside.

To evaluate the R2 value based on the calculation result using the Calculate SmartPLS version 3.0 algorithm obtained the result of the R2 value of 0.802 for the work satisfaction variable, and 0.889 for the OCBE variable. The value of R2tersebut indicates that the level of determination of the exogenous variables (leadership, and Cultural Organization) of the Endogennya is high. The simultaneous influence of the leadership variables, and organizational culture, to job satisfaction, and OCBE could be done by calculating the F/F statistical count using the formula as below.

R2 = 0.889 (OCBE)

$$F \text{ count} = \frac{\frac{R^2}{(k-1)}}{1-R^2/(n-k)} = 323.6504$$

A significant test result simultaneously shows the F value calculated on this study i.e. 323.6504 F value of the table at Alpha 0.05 of 2.44. This means the F Count > F table (2.44), then collectively the variables leadership, organizational culture, and job satisfaction affect OCBE.

The purpose of conducting Goodness of Fit Index (GoF) to validate the combined performance between the measuring Model (outer model) and the structural model (inner model) obtained through the following calculations:

$$GoF = \sqrt{AVE \times R^2}$$

$$GoF = 0.8421$$

The calculation result of Goodness of Fit Index (GoF) indicates a value of 0.8421. According to Ghazali (2016), the value of GoF small = 0.1, GoF medium = 0.25 and big GoF = 0.36. Based on these results it can be concluded that the combined performance between the outer model and structural model (inner model) as a whole is good because the value of Goodness of Fit Index (GoF) is more than 0.36 (large scale GoF).

Hypothesis Testing

The hypothesis testing between the construct is done by the bootstrap resampling method. The hypothesis test calculation using SmartPLS 3.2.8 can be seen from the Path Coefficient value, i.e. the T-Statistic value of the relationship between variables in the study. T-Test statistics using a home or by using SmartPLS 3.2.8 can be seen from the comparison between test values and the value of T table obtained from the formula:

$$DF = n - k$$

$$DF = n - k \\ DF = 125 - 4 = 121$$

In the statistics table, the T value of the table with a value of 121 is 1.98 with the equivalent significance (α) of 0.05. The decision making way is:

- If *P-Values* > 0,05 or t count < t tabel, Ho accepted and Ha refused.
- If *P-Values* < 0,05 or t count > t tabel, Ho refused and Ha accepted.

Hypothesis testing Results using softwareSmartPLS 3.2.8 can be seen in the following table:

Table 5.
Value of *Path Coefficient, t-Statistics, and P-Values*

Relationship Between Constructions	Original Sample (O)	T Statistics (O/STDEV)	Hypothesis Testing Results
Direct Influence			
Leadership -> Job Satisfaction	0.515	7.153	Received
Organizational Culture -> Job Satisfaction	0.428	5.652	Received
Leadership -> OCBE	0.190	2.710	Received
Organizational Culture -> OCBE	0.304	4.670	Received
Job Satisfaction -> OCBE	0.499	8.200	Received
Indirect Effects			
Leadership -> Job Satisfaction -> OCBE	0.257	5.174	Received
Organizational Culture -> Job Satisfaction -> OCBE	0.214	4.780	Received

Source: Primary data collected (2019)

Inner Model

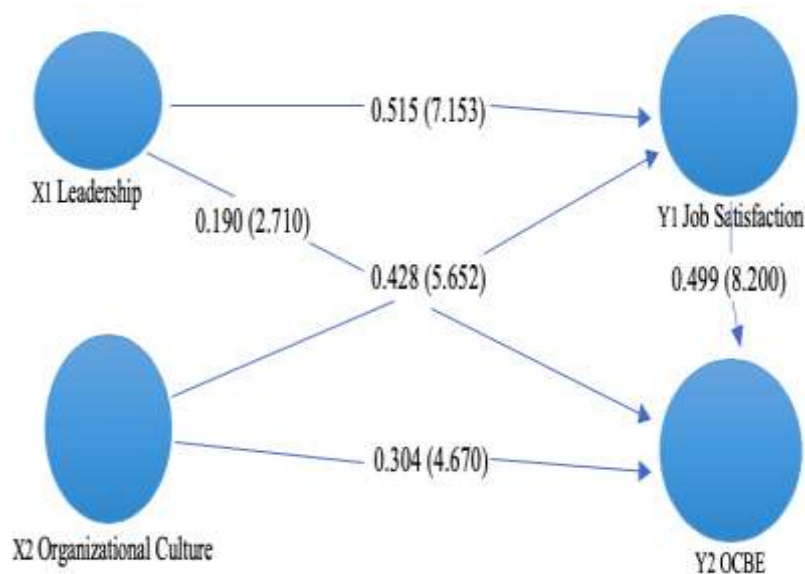


Figure 3. Hypothesis Testing Using SmartPLS 3.2.8

Discussion

1. Leadership effect on job satisfaction

The influence of leadership on job satisfaction, research shows that leadership has an effect on job satisfaction which means that the better the leadership will improve job satisfaction. This means that employers expect employees to feel comfortable working, with the convenience that employees can certainly feel the satisfaction of working.

2. Organizational culture affects job satisfaction

The influence of organizational culture to work satisfaction, research shows that organizational culture affects the job satisfaction which means better organizational culture will contribute to improving job satisfaction. This means the implementation of organizational culture is the benefits of employees, so that the organizational culture values can certainly make a satisfaction in working.

3. Leadership influence on OCBE

A leadership influence on the Organization Citizenship Behavior for the Environment (OCBE), research shows that leadership affects the Organization Citizenship Behavior for the Environment (OCBE), which means better Leadership will contribute to improving OCBE. This means that employers expect employees to have voluntary behavior on their environment, with the employee's voluntary behaviour able to provide positive added value for the company's progress.

4. Organizational culture has an effect on OCBE

The organizational culture influences the organization Citizenship Behavior for the Environment (OCBE), research shows that organizational culture affects the Organization Citizenship Behavior for the Environment (OCBE), which means better Organizational culture will contribute to improving OCBE. This means that the implementation of organizational culture for the implementation of corporate values and norms is capable of bringing the employee's voluntary attitude to each individual, with employees' voluntary behaviour on the implementation of corporate values Add value to the company.

5. Work satisfaction affects OCBE

The effect of job satisfaction on the Organization Citizenship Behavior for the Environment (OCBE), research shows that job satisfaction affects the Organization Citizenship Behavior for the Environment (OCBE), which means better Job satisfaction will contribute to improving OCBE. This means that it can conclude a voluntary attitude from the comfort of employees who feel the satisfaction of work in the workplace, with the voluntary behavior of employees will certainly make it easier for the company's objectives.

6. The leadership and culture of the organization jointly affects the job satisfaction

Influence of leadership and organizational culture towards job satisfaction, research shows that the leadership and culture of the organization jointly affects job satisfaction, which means better joint leadership of the culture Organization will improve job satisfaction. This means that for what superiors and the application of the values of the company can create job satisfaction in employees, so what can make employees feel comfortable in working will certainly more and more quickly to be solved Work tasks.

7. Leadership, organizational culture and work Kpeuasan jointly affect OCBE

The influence of leadership, organizational culture, and job satisfaction with the Organization Citizenship Behavior for the Environment (OCBE), research shows that leadership, organizational culture, and work satisfaction are jointly influential To the Organization Citizenship Behavior for the Environment (OCBE), which means that the better leadership, organizational culture, and job satisfaction will improve the

Organization Citizenship Behavior for the Environment (OCBE). This means that, together with the role of leadership, the application of the noble values of the company, and the satisfaction of the employee's perceived work will lead to the behavior of employees voluntarily in carrying out each company's duties, A strong impetus to the voluntary conduct of employees for more pro-active awareness of the work in the workforce as a form of achieving a common goal that is easier and better.

CONCLUSION AND SUGESTION

Conclusions

Based on the results of this research can be expressed several conclusions as follows:

1. Leadership influence positive and significant to job satisfaction, with the dimension of Task Structure the most powerful effect.
2. Organizational culture affects positively and significantly towards job satisfaction, with the most powerful dimension of belief in influence.
3. Leadership has a positive and significant effect on the organization Citizenship behavior for the Environment (OCBE), with the dimension of Task Structure being the strongest effect.
4. Organizational culture has a positive and significant effect on the organization Citizenship behavior for the Environment (OCBE), with its most powerful dimension of trust.
5. Job satisfaction has a positive and significant effect on the organization Citizenship behavior for the Environment (OCBE), with the dimension of working relationship being the most powerful.
6. Job satisfaction radiated the leadership variables against the organization citizenship behavior for the Environment (OCBE) and had significant influence.
7. Job satisfaction is to process organizational cultural variables against the organization citizenship behavior for the Environment (OCBE) and has a significant influence.

Suggestions

Advice for research objects on financial institutions from the four variables as well as the analysis and conclusions above, can be taken several things that need to be improved as follows:

1. Leadership

Leadership conditions in financial institutions demonstrate that the subordination capability needs to be improved, in such improvement, the team work training is needed and every three months should be carried out bond together between the superiors and subordinate For the sake of harmony between the two because so subordinate will feel enjoy if the office there is a command of superiors.

While the problem of leadership in making decisions also need to be improved, because it affects the implementation of the policy results that will be executed by Subordinate. In order to create a leadership stance in decision making needs to be carried out in the head of each work unit employer, so that it can be embedded confident in the leadership for the quality of the policies taken.

2. Organizational culture

The organizational cultural condition of financial institutions shows that group members help each other to be maintained, in this case it is necessary to socialize the company's regulations on how to create a caring environment between employees can Help each other among the other groups so that the main tasks of each group can be completed quickly to the target time set by the company.

While the members strive to develop themselves and their skills need to be improved, this should automatically be carried out a training capacity building for each individual member of each unit in order to make the work better Quality if the potential member is good.

3. Job satisfaction

The working satisfaction condition of the Financial Institute indicates that completing the minimum tasks must be maintained, in this case it is necessary to socialize each unit how each work can be completed in accordance with the time specified by the The company so that the main vision can be quickly achieved and qualified and need evaluation from the leadership on each target and the results, if there are still targets that have not been met can be carried out the employee transfer to other work units in accordance with Needs.

While related to the protection of the Government needs to be improved, in this case the financial institution certainly establish a relationship with the Financial Services Authority that has it in order to get more attention for the advancement of the company.

4. OCBE

OCBE conditions on financial institutions concerned always uptodate information about the organizational environment should be maintained, in this case it is necessary to do communication and information training in order to understand and quickly respond to the latest situation Required by the company.

Whereas in the event that doing environmental action that contributes positively to the organizational image needs to be improved, in this case it is necessary to do socialization related to the company's objectives that must be undertaken jointly with Positive contributions between employees can be done by each individual who equally has the same rights and obligations.

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