



BUILDING ORGANIZATIONAL CITIZENSHIP BEHAVIOR: INDIVIDUAL CHARACTERISTICS, WORK CULTURE AND WORKLOAD (LITERATURE REVIEW MSDM)

Hazimi Bimaruci Hazrati Havidz¹

¹Ph.D Student, Wuhan University of Technology, 205 Luoshi road, Wuhan, Hbei, China

Corresponding author: First Author

Abstract: The role of previous research or relevant research is important, because it can help and function to strengthen theoretical studies and the phenomenon of the relationship or influence between variables in a study. This article reviews and seeks to confirm the factors that influence individual behavior and organizational citizenship behavior which include individual character, work culture and workload. The purpose of writing this article is to build a hypothesis of the influence between variables to be used in further research. Human Resource Management literature study results from library research are that: 1) individual behavior has an effect on organizational citizenship behavior; 2) individual characteristics affect organizational citizenship behavior; 3) work culture has an effect on organizational citizenship behavior;

Keyword: Individual characteristics, work culture, workload, and organizational citizenship behavior

INTRODUCTION

Background of the problem.

The progress of science is very dependent on the name of research. For this reason, continuous research must always be carried out to find theoretical studies that can later have an impact on practical benefits in the life of the wider community. On that basis as an educator, lecturers must be able to fulfill their service in the Tridarma of Higher Education, one of which is conducting research. Through observations and data, it is known that a problem or phenomenon in a particular field of science is known through the applicable rules, the lecturer is able to write scientific or research papers by combining them through their knowledge and skills in understanding, analyzing, describing, and explaining problems related to certain factors. related to each other in the field of science. Unfortunately, based on empirical experience, many researchers such as lecturers and students have difficulty in finding relevant supporting articles for their scientific works as the basis for their research. Relevant research articles are needed to strengthen and develop theoretical studies, which are useful for seeing the relationship between certain variables to build hypotheses and discuss research results. This research will specifically discuss the factors of individual characteristics, work culture and workload that affect individual behavior and organizational citizenship behavior in the study of human resource management literature. Of course there

are many other factors that can also explain and influence individual behavior and organizational citizenship behavior. However, in this review, the focus is more on the matters or problems described above.

Formulation of the problem

Based on the background, it can be formulated the problems that will be discussed in developing hypotheses for further research:

1. Does individual behavior affect organizational citizenship behavior?
2. Does individual workload affect organizational citizenship behavior?
3. Does work culture affect organizational citizenship behavior?

THEORITICAL REVIEW

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) or organizational citizenship is part of the science of organizational behavior. While the basic attitude identifies that employees are involved in OCB to reciprocate the actions of the organization (Luthan, 2009). Organizational citizenship behavior (organizational citizenship behavior) is a behavior that is an individual choice and initiative, not related to the organization's formal reward system but in aggregate increases organizational effectiveness.

According to Robbins (2008), organizational citizenship behavior (OCB) is a preferred behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization.

In the last three decades, organizational citizenship behavior (OCB) has received increasing attention from academics and practitioners in examining and further analyzing the idea of this behavior and its impact on the field of organizational behavior, (Takeuchi et al., 2015).

Organizational Citizenship Behavior (OCB) is behavior based on individual initiative that is not associated with a reward system (Organ, 1997), and is not contained in employee job descriptions. OCB is reflected in the behavior of helping coworkers and helping the organization, such as offering suggestions to improve organizational functioning (Coyle-Shapiro, Kessler, & Purcell, 2004; Organ & Konovsky, 1989). Organizational Citizenship Behavior (OCB) makes an important contribution to achievement of organizational success and help improve task performance (Allen & Rush, 1998). OCB is important for employees in the production department because the production department is a very vital part in the manufacturing industry.

Every organization generally believes that to achieve excellence must strive for serious performance. OCB is a term used to identify employee behavior so that he can be called a good member. Behavior like this OCB will be very mutually beneficial with each of his coworkers—the formation of an attitude of mutual help. As an employee, you will definitely feel happy and satisfied if you do something that has a good impact on the organization. This OCB does not sue its employees—but this is behavior beyond their obligation to do their job. So that employees who do OCB will not be rewarded in a structured manner but will get a positive assessment from the organization to their employees.

OCB dimensions according to (Organ, 1988):

- a) *Altruism*,
- b) *Conscientiousness*,
- c) *Sportmanship*,
- d) *Courtesy*,
- e) *Civic Virtue*,

Previous studies that have conducted research on organizational citizenship behavior

(OCB) are: (Afuan et al., 2020)), ((Ridwan et al., 2020)) (R B Putra, 2016),

Individual Characteristics

Karakteristik individu adalah perbedaan individu dengan individu lainnya. Sumber daya yang terpenting dalam organisasi adalah sumber daya manusia, orang-orang yang memberikan tenaga, bakat, kreativitas, dan usaha mereka kepada organisasi agar suatu organisasi dapat tetap eksistensinya (Peoni, 2014). Karakteristik individu adalah ciri khas atau sifat khusus yang dimiliki karyawan yang dapat menjadikan dirinya memiliki kemampuan yang berbeda dengan karyawan yang lainnya untuk mempertahankan dan memperbaiki kinerjanya, (Aktorina, 2019). Karakteristik individu adalah minat, sikap terhadap diri sendiri, pekerjaan, dan situasi pekerjaan, kebutuhan individual, kemampuan atau kompetensi, pengetahuan tentang pekerjaan dan emosi, suasana hati, perasaan keyakinan dan nilai-nilai, (Setiawan & Bodroastuti, 2012), Robbins (2008), menyatakan bahwa karakteristik individu seperti umur, masa kerja, dan status pernikahan dapat mempengaruhi kinerja individu.

Research related to characteristics has been widely studied by previous researchers including: (Arifudin & Rusmana, 2020), Anwar, C., Titisari, P., & Desia Prajitiasari, E. (2014).

Work Culture

The culture conveys to employees about how the behavior should be. A member will want to participate, if the person concerned knows the goals of the organization, the benefits to himself, and the way the organization is in achieving its goals, Robbins (2008).

Schein (2010), defines culture as a pattern of shared basic assumptions that certain groups learn to deal with problems of external adaptation and internal integration. Five factors that influence work culture are employee responsibility, innovation, result orientation, knowledge and work system. These factors will directly affect the work culture of employees in a company or organization. This is in accordance with research conducted ((Ali et al., 2018)) which states that work culture has a significant effect on employee performance.

Research related to work culture has been studied by many previous researchers including: (Mawo, Thomas, 2017) (Purba et al., 2017), (Brata et al., 2017), (Harini et al., 2020), (Elmi et al., 2016).

Workload

Workload is a number of activities that require expertise and must be done within a certain period of time in physical or psychological form (Dhini Rama Dhanian, 2010), Riggio (2000: 250) states that workloads are work tasks that are a source of stress such as work requires working with fast, produce something and concentrate from work stress. Zaki and Marzolina (2016) regarding workload as a comparison of employee abilities with job demands, which means that if employees have higher work abilities than job demands, boredom will arise, on the other hand if employees' abilities are lower than job demands, more feelings of fatigue will arise. The indicators used to determine the workload developed from the research results of Zaki and Marzolina (2016) consist of:

- 1) Number of jobs
- 2) Work targets
- 3) Boredom
- 4) Overload
- 5) Working pressure

Type of Workload

One of the causes of decreased productivity is due to excessive workload, the workload is divided into two, namely:

- Physical Workload
- Mental Workload

From the point of view of ergonomics, every workload received by a worker must be appropriate and balanced to the physical and mental abilities of the worker who receives the workload.

Physical workload can be in the form of heavy work, such as lifting, caring, pushing and so on. While the mental workload can be in the form of the extent to which the level of expertise and work performance of a worker is compared to other workers.

Physical Workload Factors include:

Internal factors

Can be caused by: Gender, Age, Body Size, Nutritional Status, Health Conditions and so on. The explanation:

- Gender, usually men are better able to accept heavy tasks or jobs than women.
- Age, at the age of 18 to 40 years, workers are usually still able to carry out several tasks or jobs at once, but at the age of 41-56 years are usually only able to carry out certain tasks or jobs.
- Body size, large stature are usually able to reach or carry out heavy tasks or work than workers with short stature.
- Health conditions, good and excellent health are usually better able to carry out heavier tasks or jobs.

External Factors

Caused by:

- Work Stations, Layout, Workplace, Work Tools and Facilities, Working Conditions, Work Attitudes etc.
- Work Organization (long working hours, fatigue, etc.)
- Work environment

External Factors Physical Workload:

- Task or Job Factors, for example influenced by: Work Layout Design, Workplace, Work Tools and Facilities, Workplace Conditions, and Work Attitude.
- Work organization, for example influenced by: length of time working, fatigue.
- Work environment, for example influenced by: the work environment can be the influence of physical factors, chemical factors or biological factors.

Internal Factors Mental Workload

Internal Factors Mental Workload, such as: Motivation, Perception, Trust, Desire, Satisfaction, the explanation is:

- Motivation: Lack of motivation or support from other parties will usually affect the mentality of workers.
- Perception
- (Negative perceptions of other people will affect the mentality of workers)
- Trust
- (Lack of trust and recognition will affect the mentality of workers)
- Desire and Satisfaction
- (Desire and Satisfaction that is never achieved will affect the mentality of workers)

External Factors Mental Workload

Mental Workload External Factors, consisting of:

- Task / Job Factors, such as: Complexity of Tasks or Jobs, Difficulty Level, Job Responsibilities and so on.
- Work organization, such as: night work, remuneration system, organizational structure, delegation of tasks or authority, envy or envy and so on.
- Work environment, such as: physical factors, chemical factors or biological factors.

Research related to work culture has been widely studied by previous researchers including: Benedita, R. (2018), (Demur et al., 2019), (Afuan et al., 2020)

Table 1: Relevant previous research

| No | Author (Year) | Previous Research Results | Similarities to this article | Difference with this article |
|----|---|---|---|--|
| 1 | (Afuan et al., 2020) | There is a Partially Significant Positive Effect Between Workload on Organizational Citizenship Behavior | Workload Affects Organizational Citizenship Behavior | Workload Affects Organizational Citizenship Behavior |
| 2 | Saragih, N. M. (2020) | <i>Individual Characteristics Have a Positive and Significant Influence on Organizational Citizenship Behavior</i> | <i>Individual Characteristics Have a Positive and Significant Influence on Organizational Citizenship Behavior</i> | <i>Leadership Has a Positive And Significant Influence on Organizational Citizenship Behavior</i> |
| 3 | Benedita, R. (2018) | Workload has a positive and significant impact on cyberloafing behavior | Workload has a positive and significant impact on behavior | Work Environment Affects Cyberloafing Behavior |
| 4 | Demur Et Al., 2019 | Workload Has a Significant Relationship With Caring Behavior | Workload has a positive and significant impact on behavior | Motivation Has A Significant Relationship With Caring Behavior |
| 5 | Putra, R. B., & Fitri, H. (2021) | Individual Characteristics Affect Organizational Citizenship Behavior, Work Culture Affects Organizational Citizenship Behavior | Individual Characteristics Affect Organizational Citizenship Behavior, Work Culture Affects Organizational Citizenship Behavior | Individual Characteristics Affect Lecturer Performance |
| 6 | Suparjo, D. P. R. R. (2016) | Culture Has a Positive And Significant Impact on Organizations About Organizational Citizenship Behavior (Ocb) | Culture Has a Positive And Significant Impact on Organizations About Organizational Citizenship Behavior (Ocb) | Job Satisfaction and Significant Positive Effect on Organizational Citizenship Behavior (Ocb). |
| 7 | Parashakti, R. D., Rizki, M., & Saragih, L (2016) | organizational culture has a significant effect on employee innovative behavior | Culture has a positive and significant influence on individual behavior | transformational leadership and organizational culture have a significant effect on employee innovative behavior |
| 8 | Suparjo, D. P. R. R. (2016) | Organizational Significant and Positive Influential Culture About <i>Organizational Citizenship Behavior</i> (Ocb) | Organizational Significant and Positive Influential Culture About <i>Organizational Citizenship Behavior</i> (Ocb) | Job Satisfaction and Significant Positive Effect on Organizational citizenship Behavior (Ocb). |

WRITING METHOD

The writing of this scientific article uses descriptive qualitative methods and literature studies or library research. Reviewing and reviewing literature books in accordance with the theories discussed, especially in the scope of Human Resource Management (HRM). Besides that, analyzing reputable scientific articles and also scientific articles from unrepudated journals. Scientific articles cited are sourced from Scholar Google and Mendeley. In qualitative research, literature review must be consistent with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory, (H. Ali & Limakrisna, 2013). In the next stage, it will be discussed in depth in the section entitled "Related literature" or literature review ("Review of literature"), as the basis for formulating hypotheses and in the final stage, these two literatures will be the basis for making comparisons with the results or findings revealed in the study, (H. Ali & Limakrisna, 2013).

DISCUSSION

Based on relevant theoretical studies and previous research, the discussion of this literature review article in the concentration of Human Resources is:

1. Individual Behavior Affects to Organizational Citizenship Behavior

Behavior is a way of acting and seeing a person's behavior. Each individual behaves when there is a stimulus and has a specific goal. Behavior towards the target, arises because there is a stimulus and all behavior has a cause. In a job or organization, behavior becomes an attitude in carrying out work.

Previous research that examines the relationship and influence of individual behavior on organizational citizenship behavior is research by: Putra, R. B., & Fitri, H. (2021)

2. Individual Characteristics Affect to Organizational Citizenship Behavior

OCB behavior can be developed in each individual through the development process he receives. Therefore, OCB can grow not only based on individual behavior, but from the acceptance process of the individual within the organization. Organizational citizenship behavior is a commendable act of organizational members. This OCB attitude is implemented in the form of actions that are carried out sincerely and selflessly to voluntarily give their best performance in order to advance the organization, (Nahar Maganda Saragih, 2020). From the explanation above, it can be concluded that relatively not many researchers have studied the relationship and influence of individual characteristics with organizational citizenship behavior

Previous research that examined the relationship and influence of individual behavior on organizational citizenship behavior was research by Saragih, N. M. (2020), Anwar, C., Titisari, P., & Desia Prajitiasari, E. (2014)

3. Work Culture Affects to Organizational Citizenship Behavior

Work culture is a philosophy based on a view of life as values that become the nature, habits and driving force, entrenched in the life of a community group or organization, then reflected from attitudes into behavior. Work culture describes a behavior that reflects honesty and ethics when an individual or organization is working. The work culture must have roots and have values that are the basis for all employees.

Previous research that examined the relationship and influence of individual behavior on organizational citizenship behavior was research by: Husodo, YRP (2018), Dewanggana, BD, Paramita, PD, & Haryono, AT (2016), Rahayu, ES (2017), Suparjo, DPRR (2016).

Conceptual Framework

Based on the formulation of the problem, theoretical studies, relevant previous research and discussion of the influence between variables, the framework for thinking in this article is as follows.

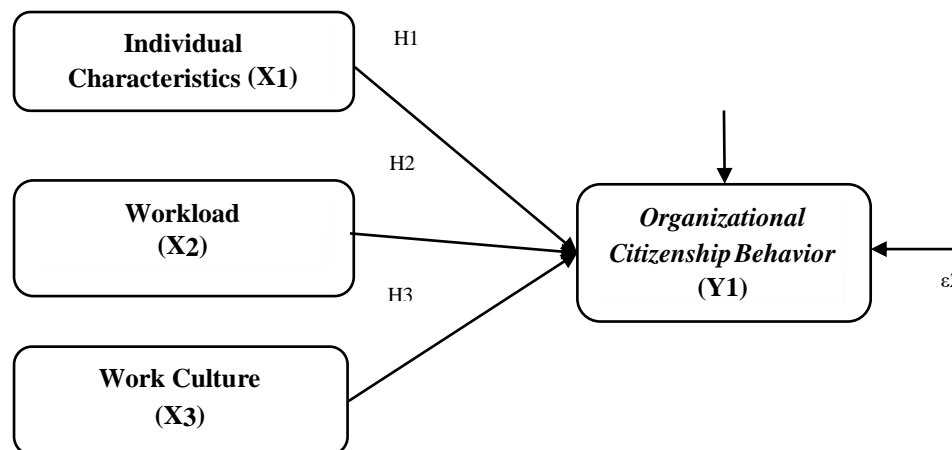


Figure 1: Conceptual Framework

In the conceptual framework above, it is known that 3 exogenous variables are individual characteristics (x1), workload (x2) and work culture (x3) which have a relationship and influence on individual behavior (Y1) Organizational Citizenship Behavior (y) both directly and indirectly. live. However, from the model above, there are still factors that are also able to influence and identify individual behavior and OCB directly or indirectly, such as:

- 1) Motivasi (x4): (Riyanto, Sutrisno, et al., 2017), (Prayetno & Ali, 2017), (Chauhan et al., 2019), (Rivai et al., 2017), (Prayetno & Ali, 2017), (Bastari et al., 2020), (Masydzulhak et al., 2016), (Aima et al., 2017)
- 2) Pengetahuan (x5): (Desfiandi et al., 2017), (Prayetno & Ali, 2020), (Mukhtar et al., 2016), (Brata, Husani, Hapzi, Baruna Hadi Shilvana AliBrata, Husani, Hapzi, 2017), and (Toto Handiman & Ali, 2019).
- 3) Leadership (x6): (Limakrisna et al., 2016), (Bastari et al., 2020), (Anwar et al., 2020), (Ali et al., 2016), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Chauhan et al., 2019), (Elmi et al., 2016).
- 4) Commitment (x7): (Limakrisna et al., 2016), (Harini et al., 2020), (Prayetno & Ali, 2017), (Riyanto, Yanti, et al., 2017), and (Masydzulhak et al., 2016)
- 5) Work Satisfaction (x8): (Harini et al., 2020), (Masydzulhak et al., 2016), (Masydzulhak et al., 2016), (Mukhtar et al., 2016),

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the formulation of the article, theory and discussion of this article, it can be concluded that the hypotheses for further research are:

1. Individual behavior affects organizational citizenship behavior
2. Workload affects organizational citizenship behavior
3. Work culture affects organizational citizenship behavior

Suggestion

Based on the conclusions above, it can be suggested that there are many other factors that influence individual behavior and organizational citizenship behavior at all types and levels of the organization, therefore further studies are needed to complement what other factors can influence individual behavior. and future extra-role behavior (OCB).

REFERENCES

- Afuan, M., Bayu Putra, R., & Kumbara, V. B. (2020). Pengaruh Pengalaman Kerja Dan Beban Kerja Terhadap Prestasi Kerja Melalui Organizational Citizenship Behavior (Ocb) Pegawai Sebagai Variabel Intervening Pada Perusahaan Bina Pratama Sakato Jaya Ss1. *Jurnal Ilmu Manajemen Terapan*, 2(1), 96–110. <https://doi.org/10.31933/jimt.v2i1.327>
- Aima, P. H., Adam, R., & Ali, P. H. (2017). Model of Employee Performance : Competence Analysis and Motivation (Case Study at PT. Bank Bukopin, Tbk Center). *Journal of Research in Business and Management*.
- Aktarina, D. (2019). Analisis Faktor Fundamental Pertumbuhan Perusahaan PT. Bukit Asam (Persero) Tbk. *Jurnal Media Wahana Ekonomika*, 15(3), 13. <https://doi.org/10.31851/jmwe.v15i3.2886>
- Ali, H., Mukhtar, & Sofwan. (2016). Work ethos and effectiveness of management transformative leadership boarding school in the Jambi Province. *International Journal of Applied Business and Economic Research*.
- Ali, H., Narulita, E., & Nurmahdi, A. (2018). Saudi Journal of Business and Management Studies (SJBMS) The Influence of Service Quality , Brand Image and Promotion on Purchase Decision at MCU Eka Hospital. *Business and Management Studies*. <https://doi.org/10.21276/sjbms.2018.3.1.12>
- Anwar, K., Muspawi, M., Sakdiyah, S. I., & Ali, H. (2020). The effect of principal's leadership style on teachers' discipline. *Talent Development and Excellence*.
- Arifudin, O., & Rusmana, F. D. (2020). Pengaruh Lingkungan Kerja Dan Karakteristik Individu Terhadap Kinerja Pegawai Bank Bri Syariah Kabupaten Subang. *Islamic Banking : Jurnal Pemikiran Dan Pengembangan Perbankan Syariah*, 6(1), 35–46. <https://doi.org/10.36908/isbank.v6i1.134>
- Bastari, A., -, H., & Ali, H. (2020). DETERMINANT SERVICE PERFORMANCE THROUGH MOTIVATION ANALYSIS AND TRANSFORMATIONAL LEADERSHIP. *International Journal of Psychosocial Rehabilitation*. <https://doi.org/10.37200/ijpr/v24i4/pr201108>
- Brata, Husani, Hapzi, Baruna Hadi Shilvana AliBrata, Husani, Hapzi, B. H. S. A. (2017). Saudi Journal of Business and Management Studies CoBrata, Husani, Hapzi, Baruna Hadi Shilvana AliBrata, Husani, Hapzi, B. H. S. A. (2017). Saudi Journal of Business and Management Studies Competitive Intelligence and Knowledge Management: An Analysis of t. *Saudi Journal of Business and Management Studies*. <https://doi.org/10.21276/sjbms>
- Brata, B. H., Husani, S., & Ali, H. (2017). a Comparative Study on Development Off Small and Medium Enterprises (Smes) in Japan and Malaysia. *Saudi Journal of Business and Management Studies*. <https://doi.org/10.21276/sjbms>
- Chauhan, R., Ali, H., & Munawar, N. A. (2019). BUILDING PERFORMANCE SERVICE THROUGH TRANSFORMATIONAL LEADERSHIP ANALYSIS, WORK STRESS AND WORK MOTIVATION (EMPIRICAL CASE STUDY IN STATIONERY DISTRIBUTOR COMPANIES). *Dinasti International Journal of Education Management And Social Science*. <https://doi.org/10.31933/dijemss.v1i1.42>
- Demur, D. R. D. N., Mahmud, R., & Yeni, F. (2019). Beban Kerja Dan Motivasi Dengan

- Perilaku Caring Perawat. *JURNAL KESEHATAN PERINTIS (Perintis's Health Journal)*, 6(2), 164–176. <https://doi.org/10.33653/jkp.v6i2.303>
- Desfiandi, A., Fionita, I., & Ali, H. (2017). Implementation of the information systems and the creative economy for the competitive advantages on tourism in the province of Lampung. *International Journal of Economic Research*.
- Dhini Rama Dhanian. (2010). Pengaruh Stres Kerja , Beban Kerja Terhadap Kepuasan(Studi Pada Medical Representatif Di Kota Kudus). *Jurnal Psikologi Universitas Muria Kudus*, 1(1), 15–23.
- Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, & H. A. (2017). Organizational Performance: Analysis of Transformational Leadership Style and Organizational Learning. *Saudi Journal of Humanities and Social Sciences*. <https://doi.org/10.21276/sjhss.2017.2.3.9>
- Elmi, F., Setyadi, A., Regiana, L., & Ali, H. (2016). Effect of leadership style, organizational culture and emotional intelligence to learning organization: On the Human Resources Development Agency of Law and Human Rights, Ministry of Law and Human Rights. *International Journal of Economic Research*.
- Harini, S., Hamidah, Luddin, M. R., & Ali, H. (2020). Analysis supply chain management factors of lecturer's turnover phenomenon. *International Journal of Supply Chain Management*.
- Limakrisna, N., Noor, Z. Z., & Ali, H. (2016). Model of employee performance: The empirical study at civil servants in government of west java province. *International Journal of Economic Research*.
- Masydzulhak, P. D., Ali, P. D. H., & Anggraeni, L. D. (2016). The Influence of work Motivation and Job Satisfaction on Employee Performance and Organizational Commitment Satisfaction as an Intervening Variable in PT. Asian Isuzu Casting Center. In *Journal of Research in Business and Management*.
- Mawo, Thomas, S. (2017). Pengaruh Literasi Keuangan, Konsep Diri dan Budaya Terhadap Perilaku Konsumtif Siswa SMAN 1 Kota Bajawa. *Journal of Economic Education*, Volume 6 ((1), 60–65.
- Mukhtar, Risnita, Saifillah, M. S., & Ali, H. (2016). Effect of knowledge management and work commitment to employees satisfaction services (Study on teacher Madrasah Aliyah Country Jambi Province). *International Journal of Economic Research*.
- Prayetno, S., & Ali, H. (2017). Analysis of advocates organizational commitment and advocates work motivation to advocates performance and its impact on performance advocates office. *International Journal of Economic Research*.
- Prayetno, S., & Ali, H. (2020). Entrepreneurial supply chain management competence: Predictors of work motivation advocate. *International Journal of Supply Chain Management*.
- Purba, C. B., Arzio, & Ali, H. (2017). The influence of compensation, working environment and organization culture on working productivity of BPJS (workers social security agency) employment staff in Rawamangun Branch. *Man in India*.
- Ridwan, M., Mulyani, S. R., & Ali, H. (2020). Improving employee performance through perceived organizational support, organizational commitment and organizational citizenship behavior. *Systematic Reviews in Pharmacy*, 11(12), 839–849. <https://doi.org/10.31838/srp.2020.5.123>
- Rivai, A., Suharto, & Ali, H. (2017). Organizational performance analysis: Loyalty predictors are mediated by work motivation at urban village in Bekasi City. *International Journal of Economic Research*.
- Riyanto, S., Sutrisno, A., & Ali, H. (2017). International Review of Management and Marketing The Impact of Working Motivation and Working Environment on Employees

- Performance in Indonesia Stock Exchange. *International Review of Management and Marketing*.
- Riyanto, S., Yanti, R. R., & Ali, H. (2017). The Effect of Training and Organizational Commitment on Performance of State University of Jakarta Student Cooperative (KOPMA UNJ) Management. *Saudi Journal of Humanities and Social Sciences*. <https://doi.org/10.21276/sjhss>
- Setiawan, A., & Bodroastuti, T. (2012). Pengaruh Karakteristik Individu dan Faktor-Faktor Pekerjaan Terhadap Motivasi (Studi Pada Karyawan CV . Bintang Timur Semarang). *Jurnal Kajian Akuntansi Dan Bisnis*, 1(1), 1–18.
- Takeuchi, R., Bolino, M. C., & Lin, C. C. (2015). Too many motives? The interactive effects of multiple motives on organizational citizenship behavior. *Journal of Applied Psychology*, 100(4), 1239–1248. <https://doi.org/10.1037/apl0000001>
- Toto Handiman, U., & Ali, H. (2019). The Influence of Brand Knowledge and Brand Relationship On Purchase Decision Through Brand Attachment. In *International Journal of Business Marketing and Management (IJBMM)*.