ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF HOTEL EMPLOYEES IN SURABAYA

Thomas S. Kaihatu[1], Michael Adiwijaya[2], Agustinus Nugroho[3], Endo W. Kartika[4]

[1.]Universitas of Ciputra Surabaya,
Petra Christian University Surabaya,
INDONESIA
**Emails: [1]thomas.kaihatu@ciputra.ac.id, [2]michaels@petra.ac.id,
[3]agustinus.nugroho@ciputra.ac.id, [4]endo@petra.ac.id**

ABSTRACT

The purpose of this research is to determine whether the Indonesian culture of gotong royong translates into organizational commitment and organizational citizenship behavior (OCB) in a workplace context. The sample of this research is 134 full time workers of 3 and above starred hotels in Surabaya who have worked for at least 2 years in the same establishment. Results show that both the organizational commitment and organizational citizenship behavior (OCB) level is high. Theoretical and managerial implications are discussed.

Keyword: Organizational commitment, Organizational Citizenship Behavior

INTRODUCTION

Indonesians have a specific culture which acts as their competitive advantage. The culture is often labeled as *gotong royong* (*Gotong Royong dan Ramah*, 2014), which emphasizes on a certain helping behavior encompassing an obligation to help a friend in need in a difficult times. *Gotong royong* can also be translated to an act of giving or sharing one's possession to another, as well as putting another's need in front of oneself. Thus, it can be said that basically, Indonesians possess a certain positive behavior, and it should be manifested in their social life as well as in the workplace.

This type of workplace behavior acts as a competitive workplace behavior, because of the fact that it benefits various types of organizations. In a workplace setting, *gotong royong* is described similarly as organizational citizenship behavior (Kartika, 2011). Someone with high level of OCB displays extra-role behavior at work; he does extra work without asking for compensation and putting organization's goals in front of his own. While Indonesians do possess *gotong royong* in their social life, it is needed to be confirmed whether they project this culture in the workplace as well.

OCB itself is important within an organization, because its aim is creating a harmonious relationship between workers, as well as between workers and organizations (Organ, *et al.*, 2006). This behavior is found to be related with the increase of employee productivity (Rezai & Sabzikaran, 2012), employee performance (Tehran, Abtahi, & Esmaeili, 2013), and even profitability (Nawaser, *et al.*, 2015). Thus, OCB can be said to a behavior desired by organizations as it brings positive impacts to said organizations.

As for OCB itself, Organ (2006) described its five dimensions encompassing alturism, conscientiousness, sportsmanship, courtesy, and civic virtue. Alturism is a contribution given by a worker in the form of a certain helping behavior towards co-worker which is outside of his/her job descriptions. Conscientiousness is a degree of willingness to obey an organization's rules and codes of conduct without a need of supervision. Sportsmanship is a worker's willingness to cope with an organization's difficult situation without complaining or act of counterproductive work behavior. Courtesy is a certain behavior which emphasizes on maintaining good relationship with co-workers to avoid interpersonal problems. Civic virtue is the willingness of a worker to be a part of an organization's life.

Past researches have examined several predictors of OCB to find the best method in increasing this behavior. A great deal of researchers such as Mehrabi, *et al.* (2013), Bakhshi Sharma, & Kumar (2011), and Khan & Rashid (2012) used organizational commitment as an antecedent variable of OCB. They found that organizational commitment significantly affects OCB. Furthermore, Khan & Rashid (2012) found that organizational commitment is found to be the strongest predictor of OCB. Thus, we decided to focus on the organizational commitment and OCB in this research.

Allen & Meyer (1990) explained that there are 3 types of commitment in a workplace, which are affective, normative, and continuance commitment, each with its own different characteristics. In general the difference between these 3 types of commitment can be outlined as such. Affective commitment creates the willingness to stay in an organization because a worker wants to stay. In other words, a worker stays in an organization because of his/her own free will (Kartika, 2011). Whereas normative commitment creates the feeling of obligation to stay in an organization. The continuance commitment creates the need to stay in an organization. This may come out of his/her moral duty, that he/she needs to repay what this organization has done to him/her previously (Khan & Rashid, 2012). An employee possessing continuance commitment will weigh in the cost and benefit of leaving the organization, and decide to continue to be a part of said organization because the cost of quitting is considerably high (Bakhshi, Sharma, & Kumar, 2011).

The main focus of this research is to find out whether *gotong royong* is translated in the workplace setting in the form of both organizational commitment and organizational citizenship behavior. While it is logical to assume that Indonesians should possess high level of OCB, the result of our pre-research interview suggested that there are mixed response in the case of hotel workers in Surabaya.

Out of the 20 workers from various divisions (front desk, housekeeping, food and beverage service, and kitchen) we interviewed, 13 (65%) stated that the younger generation of workers tend to possess little to no willingness to stay outside their shifts to help their co-workers even when the hotel is busy. Furthermore, 15 workers (75%) stated that workers from all age tend to break the hotels' rule in terms of getting free drinks from the bar while the rules clearly stated that it is prohibited. 7 workers made remarks that stealing beer in the evening shift and coffee in the morning shift is considered as a common occurrence. Next, 90% of the workers stated that they will quit working in their present hotels if there is a better opportunity outside, suggesting that they possess high continuance commitment as well as lower civic virtue.

It has to be noted, however, that all of the workers agree that they will try to maintain good relationship with their co-workers. They mentioned that creating good working condition is essential for a job in a hotel, because the work tension is quite high. They are undergoing long shifts as well as maintaining good hospitality in front of the rudest customers. Thus, *esprit de corps* is necessary.

Although it is believed that *gotong royong* should be projected within the workplace, it has to be noted that in reality, it is still mixed. Thus, we aim to achieve the understanding on how far *gotong royong* is reflected among the workers in hotel industry in Surabaya. Our research will add the understanding on how traditional Indonesian culture is translated within the workplace. It will also serve as a foundation for future researchers interested in further delving the subjects of both organizational commitment and organizational citizenship behavior.

LITERATURE REVIEW
Organizational Citizenship Behavior (OCB)
Organ (2006) stated that organizational citizenship behavior is a specific behavior which is translated into acts of extra role behavior which is out of the scope of a worker's job description. Kartika (2011) summarized that OCB has 3 kind of characteristics which are voluntary, working beyond the scope of formal job descriptions, and working extra mile without demanding compensation.

OCB itself is divided into 5 dimensions (Organ, *et al.*, 2006) which are alturism, conscientiousness, sportsmanship, courtesy, and civic virtue. Podsakoff *et al.* (2000) explained that alturism is a form of helping behavior done consciously and voluntarily. This behavior will contribute to team efficiency by elevating individual performance (Jahangir, Akbar, & Haq, 2004).

Kartika (2011) explained that conscientiousness is the dedication given by workers to an organization which is indicated by the willingness to obey the rules and code of conduct by this organization. Podsakoff, *et al.* (2000) elaborated that workers possessing conscientiousness will adapt certain behavior, which is performing their work above the minimal requirements of the work given by an organization.

Organ*, et al*. (2006) described sportsmanship as the understanding given by workers towards an organization's difficult situation. Kartika (2011) explained that this behavior is reflected by the

tendency to see things positively within an organization. The workers possessing this behavior are not easy to complain or give formal protest towards the organization they are working for.

The idea of courtesy is a worker's tendency to avoid unnecessary conflicts with his/her co-workers (Organ, *et al.,* 2006). Kartika (2011) explained that the conflict avoiding behavior is directed towards creating a healthy and favorable working condition. While healthy conflicts are actually favorable for organizations, this worker does not prefer to work in a conflict-heavy environment, which will increase his/her and his/her co-workers work performance.

Civic virtue is the tendency of workers to participate within an organization actively (Kartika, 2011). They will be present in meetings which is aimed to increase the image of the organization as well as the organization's social meeting. They will protect the organization's resources and give their ideas on how to improve both the procedures and performance of the organization.

Organizational Commitment
Dwiarta (2010) stated that organizational commitment is workers' loyalty towards an organization which is manifested emotionally. This loyalty can also be directed towards their working division or co-workers/team. Kartika (2011) stated that organizational commitment can be reflected by the acceptance of organization's vision and mission by its workers. Furthermore, these workers will aim to achieve the goals of this organization and have strong tendency to stay to be the member of this organization.
Allen & Meyer (1991) divided organizational commitment into 3 types of commitment. Affective commitment is the emotional attachment of workers towards the organization they are working for. Dwiarta (2010) added that affective commitment creates a form of a strong belief of workers towards the organizational values and they will strive to achieve this organization's goals.
Kartika (2011) explained that normative commitment is workers' tendency to stay within the organization they are working for because of a sense of obligation towards this organization. It can also be directed towards their team members or their working divisions. Normative commitment will create the feeling of guilt should these workers decide to leave the organization.
Continuance commitment derives from need (Allen & Meyer, 1990). The workers possessing this kind of commitment do not leave the organization because the cost of doing so is perceived as too high. Kartika (2011) elaborated that this commitment arise because of the fear of losing financial stability, in the sense that other establishment might not give benefits as good as the present organization they are working for. It can also emerge because of the lack of chance in getting better work outside of the present organization they are working for.

RESEARCH METHODS
Sample
In this research, we distribute 200 questionnaires to 10 hotels in Surabaya, ranging from 3 to 5 starred hotels for the purpose of data collection. The respondents are required to have worked at least 2 years in that certain hotel, and they have to be older than 18 years old. Prior to the data collection stage, we contacted the human resource manager of each hotel to explain the research

purpose as well as requesting both permission and assistance in distributing the questionnaires to 20 workers in each hotel. After filling the questionnaires, the workers were asked to put them inside the envelopes we sent with the questionnaires, and sealed these envelopes to be directly give to us to ensure that they remain anonymous. Podsakoff, *et al.* (2003) suggested that this method will reduce common method bias.

Out of the 200 questionnaires, 48 filled a question which was instructed to be left blank. This indicates that the respondents did not read the instructions given well. 7 respondents left a couple of questions blank, and another 11 have worked less than 2 years. This leaves 134 usable questionnaires, yielding the response rate of 67%.

Measures
We measure organizational citizenship behavior using Kartika's (2011) 5-point-likert-scale, in the sense that this scale has already undergone a back-translation procedure. The author mentioned that the original scale was developed by Organ (2006), and he adapted this scale into hospitality industry setting and translated it to Indonesian by a management lecturer with high IELTS score (8.0). The result was then translated back to English by another management lecturer with the same IELTS score with prior teaching experience in England. Respondents will be asked on how they perceive their work behavior regarding OCB. Sample questions include "I am willing to help new workers during their orientation period" and "I never complained even if the hotel's situation is tough".

We use Dwiarta's (2010) scale to measure organizational commitment in the sense that the object of research is similar, which is 3 and 4 starred hotels in Surabaya. However, we translated this back into English with the help of the previous translator and compared the result with Allen & Meyer's (1990) scale of organizational commitment. We found that the result is similar and therefore, we proceed in using this scale in our research. Respondents will be asked on how they perceive their commitment towards the hotel they are working for at present. Sample questions include "my life is dependent on my job at this hotel" and "I feel guilty should I quit my job at this hotel".

RESULTS
Before conducting the descriptive statistics, we performed validity and reliability test to ensure that the measurement scale we used are a good match for this research (Sugiyono, 2002). Thus, we use Pearson Correlation and Cronbach's Alpha computed using SPSS 23 as tools to conduct the validity and reliability tests respectively. Below are the results of the tests:

Table 1. Validity Test of Organizational Commitment Constructs

Affective	Pearson Correlation	Normative	Pearson Correlation	Continuance	Pearson Correlation
A1	.724**	N1	.673**	C1	.699**
A2	.779**	N2	.800**	C2	.794**
A3	.763**	N3	.804**	C3	.696**

A4	.746**	N4	.734**	C4	.648**
		N5	.755**	C5	.556**

** Correlation is significant at the 0.01 level (2-tailed).

Table 1 shows that all indicators of organizational commitment are a good fit to their respective variables. It can be concluded that these indicators can be used to measure affective, normative, and continuance commitment well and accurately (Anastasi, 1990).

Table 2. Validity Test of Organizational Citizenship Behavior Constructs

Alturism	Pearson Correlation	Conscientiousness	Pearson Correlation	Sportsmanship	Pearson Correlation
AL1	.805**	CT1	.811**	S1	.489**
AL2	.840**	CT2	.814**	S2	.524**
AL3	.787**	CT3	.843**	S3	.701**
AL4	.837**	CT4	.842**	S4	.527**
AL5	.768**	CT5	.677**	S5	.543**

** Correlation is significant at the 0.01 level (2-tailed).

Courtesy	Pearson Correlation	Civic Virtue	Pearson Correlation
CO1	.810**	CV1	.841**
CO2	.862**	CV2	.875**
CO3	.779**	CV3	.718**
CO4	.870**	CV4	.771**
CO5	.766**		

** Correlation is significant at the 0.01 level (2-tailed).

Table 2 shows that each indicators for the dimensions of OCB measures their respective constructs well, indicating that the correlation is significant at the 0.01 level (2-tailed). Therefore, it is safe to say that these indicators can be used to measure alturism, conscientiousness, sportsmanship, courtesy, and civic virtue well (Anastasi, 1990).

After conducting the validity test, we move on to conduct the reliability test using Cronbach's Alpha. The results are as follows:

Table 3. Reliability Test of Organizational Commitment and OCB Constructs

Constructs	Cronbach's Alpha
Affective	0.845
Normative	0.87
Continuance	0.801
Alturism	0.911
Conscientiousness	0.9
Sportsmanship	0.628
Courtesy	0.916
Civic Virtue	0.894

Based on the results displayed on table 3, it can be said that this model possesses high internal reliability (Djaali & Pudji, 2008). This is shown by the Cronbach's Alpha value for each construct which is higher than 0.6.

Results of the Descriptive Statistics

Prior to conducting the descriptive analysis for each constructs, we used frequency distribution to map the demographic profile of our respondents. The results are as follows:

Table 4. Demographic Profile

Profil		Percentage
Gender	Pria	47
	Wanita	53
Age	18-26	10.4
	27-35	66.4
	36-44	14.9
	44-52	6.7
	>52	1.5
Division	Front Office	40.3
	Housekeeping	10.4
	FB Service	9.7
	FB Kitchen	11.2
	FB Bar	22.4
	Back Office	6
Education	High School	35.8
	SMK	6.7

	Diploma	50.7
	Bachelor or Above	6.7
	Rp 2.500.000 - 3.500.000	26.9
	Rp 3.500.001 - 4.500.000	47.8
Earning	Rp 4.500.001 - 5.500.000	11.2
	Rp 5.500.001 - 6.500.000	10.4
	> Rp 6.500.000	3.7
	2-3 years	12.7
	3.1-4 years	36.6
Working For	4.1-5 years	23.1
	5.1-6 years	20.1
	longer than 6 years	7.5

Table 4 shows the demographic profile of our respondents. As it is shown, the number of our male and female respondents are almost equal, which is 47% and 53% for the male and female respectively. The majority of our respondents fall in the age range of 27-35 years old and working in the front office division. They possess various kinds of diploma, and earn about IDR 4,500,001 - 5,500,000 and have worked for their hotels for about 3.1 - 4 years. It has to be noted, however, that most of our respondents are loyal workers who have worked for more than 3 years (87.3%). Thus, it is safe to say that these respondents possess good organizational commitment, which fit our criteria nicely.

Next, we used simple mean analysis to determine the level of organizational commitment and OCB for the hotel industry workers in Surabaya. We divide the analysis by the constructs used in this research, which is the type of organizational commitment and the OCB dimensions. Then, we grouped the mean value into five groups, which derived from the interval formula. Thus, the range computed is 0.8. Therefore, the group are 1-1.8 (very low), 1.81 - 2.6 (low), 2.61-3.4 (quite high), 3.41-4.2 (high), and 4.21-5 (very high). The results of the descriptive statistics are as follows:

Table 5. Descriptive Statistics of Organizational Commitment Constructs

Indicators	Mean	Remarks
This hotel is where I will end my career	3.78	High
I like to discuss my present job with someone outside this hotel	3.86	High
This hotel's problems are my problems	3.93	High
I am part of this hotel's family	3.99	High
Affective Commitment	3.89	High
Indicators	**Mean**	**Remarks**
I feel obligated to work for this hotel	3.81	High

I would feel guilty should I leave this hotel	3.80	High
This hotel deserves my loyalty	3.95	High
I won't leave this hotel as I still have obligations to my co-workers	3.74	High
I am in a lot of debt with this hotel	3.87	High
Normative Commitment	3.83	High
Indicators	**Mean**	**Remarks**
I am worried for my future if I leave this hotel and have no job in the near future	4.11	High
It will be difficult for me to leave this hotel	3.99	High
I work for this hotel because I need a job	3.76	High
My work options is too limited for me to consider leaving this hotel	4.03	High
Other hotels might not give benefits as good as this hotel	4.04	High
Continuance Commitment	3.99	High

Table 5 indicates that the hotel industry workers in Surabaya possess high level of organizational commitment, whether it is affective, normative, or continuance commitment. This is also reflected in the mean score of each indicators. All of the mean values of the indicators of each commitment type falls in the range of 3.41 - 4.2 which falls into "High" category. Next, we conduct the descriptive analysis of each dimension of OCB.

Table 6. Descriptive Statistics of OCB Dimensions

Indicators	Mean	Remarks
I am willing to help my co-workers during the busiest shifts even if it's the end of my shift	4.11	High
I am willing to help anyone if I know that they need help	4.12	High
I am willing to cover for my co-workers' shift if they are absent	3.99	High
I am willing to solve my co-workers' problems related to work	4.10	High
I am willing to help new workers during their orientation period	4.17	High
Alturism	4.10	High
I am willing to work extended shift if needed.	4.19	High
I never extend my rest period.	4.22	Very High
I obey this hotel's rules without supervision	4.10	High
Often, I do self introspection regarding whether I obey the rules or not	4.07	High
I put honesty as a priority in my work	4.01	High
Conscientiousness	4.12	High
I never complain about my job	3.96	High
I do not exaggerate any problem at work	3.93	High

I do not grouch over small problems	3.33	Quite High
I do not seek this hotel's mistakes	3.89	High
I always see things positively regarding my job	4.19	High
Sportsmanship	3.86	High
I never want to be involved in a quarrel with my co-workers	4.20	Very High
I never mess with my co-workers' rights	4.25	Very High
I always forsee the impact of my action towards my co-workers' job	4.22	Very High
I never cause problems towards my co-workers	4.21	Very High
I always forsee the impact of my action towards my co-workers as human beings	4.19	High
Courtesy	4.22	Very High
I always attend social gatherings with my co-workers although it's not important	4.19	High
My adaptability towards change within the hotel is high	4.18	High
I am always updated regarding things happening in this hotel	4.10	High
I always attend meetings which are aimed to boost this hotel's image	4.29	Very High
Civic Virtue	4.20	High

Based on table 6, it can be concluded that the hotel workers in Surabaya possess high level of OCB. This is reflected on the mean scores of each dimension which are 4.10, 4.12, 3.86, 4.22, and 4.20 for alturism, conscientiousness, sportsmanship, courtesy, and civic virtue respectively. Apart from the courtesy dimension, all other dimensions fall into "High" criteria. Furthermore, almost all indicators fall into either high or very high category, except for sportsmanship indicator which is "I do not grouch over small problems" which falls into quite high category.

Out of all the dimensions, courtesy has the highest score (4.22). This means, hotel workers in Surabaya tend to keep the conflicts happening within the working area minimal. On the other hand, sportsmanship has the lowest score (3.86). Judging by the fact that it falls into "High" category, this dimension's performance can still be considered as "High". Thus, it can be concluded that hotel workers in Surabaya possess positive behavior towards the hotel they are working for.

DISCUSSION
The result of this research is interesting in the sense of the fact that hotel workers in Surabaya possess equally high level of the 3 types of organizational commitment. Logically, workers with

high affective commitment should not possess high level of continuance commitment, since emotionally attached workers should never consider moving jobs if it is not necessary. To further explore our findings, we conducted series of non-structured interviews to 3 hotel workers with different hotel background as well as various demographic profile.

Our post-research interviews present an interesting finding. One of the workers interviewed are working in a five stars hotel and have been working there for 12 years. This creates an emotional attachment (affective) towards the hotel because of the duration of work. Furthermore, he feels that the hotel has done a great deal of things for him. This prevents him from leaving the hotel, since he feels that he should be loyal to the hotel (normative). However, he also made a statement that should there be a better opportunity in another hotel, he would take it (continuance) although this will create a feeling of guilt towards the hotel (normative).

The next worker we interviewed was still relatively new in the hotel he is working for presently (3 years of working time). He stated that he has excellent spirit and determination to prove that he is one of the best workers presently because he loves his job at the hotel (affective). He started as an apprentice and feels that the seniors has done a lot in honing his skills and shaping his behavior and he would feel so guilty towards his senior should he decide to leave the hotel (normative). However, this worker stated that he owns a used bottle business and if everything goes smoothly and the revenue from the business increases, he would leave the hotel to become a full-time businessman (continuance).

The last worker we interviewed was a senior at a hotel (59 years old) and have worked for the hotel for more than 20 years. He finds his job exciting (affective) because he constantly meet new customers. He is tasked to handle the customers' complains and do service recovery acts to ensure that the hotel's customers remain loyal. Thus, he feels that this hotel's problems are his own problems (affective). He would feel guilty to leave the hotel (normative) because he has not trained equal replacements of his job position. He also feels that there will be no chance for him to start fresh in other hotels because of his age (continuance) and therefore he decides to remain working in this hotel.

Our interviews confirm the results of the descriptive statistics in the sense that all of these workers we interviewed possess equally high level of the 3 types of commitment for various reasons. Therefore, it can be said that it is highly possible for hotel workers in Surabaya to possess the 3 types of commitment simultaneously with equally high level. Future researchers should delve further into this and create an exploratory study based on our findings regarding hotel workers' organizational commitment to re-map this variable in the hotel workers' setting.

Based on the descriptive statistics of hotel workers' OCB, it can be said that our results contradicts some of the result of our pre-research survey. Dominated by what the respondents in the pre-research survey labeled as "younger generation", each of dimensions has high mean values indicating that they possess high level of OCB in the workplace setting. This may indicate that *gotong royong* as a culture plays significant role in forming OCB.

The philosophy of *gotong royong* lies in the togetherness of the people doing what they do best and helping each other while doing that. The highest mean score among all the dimensions of OCB is possessed by courtesy which emphasizes on the wellness of the working condition. This nature is actually similar to *gotong royong* and might be an indication that the culture is one of the variables influencing courtesy. Future researchers should delve on this by opertionalizing the concept of *gotong royong* and use this as the predictor of courtesy.

It has to be noted, however, that there are rooms for improvement regarding the level of sportsmanship within the hotels in Surabaya. While it is still considered to be high, there are indicators that is needed to be paid attention to. It is shown on table 6 that the hotel workers like to grouch over small problems sometimes. This can be dangerous of the small problems are blown out of the proportion and eventually become larger problems for the management to handle. Furthermore, grouching can be dangerous to the team spirit, because of the tendency to influence the mindset of other workers. A positive worker might question his positivity if he/she listen to his/her co-workers constantly grouching. Thus, the management team should note this and deliver character training or one-on-one mentoring to address this matter.

CONCLUSION AND FUTURE RESEARCH DIRECTIONS

Gotong royong is a positive culture which possess high possibility to influence both the level of commitment and the level of organizational citizenship behavior. This is shown be the high level of both organizational commitment and organizational citizenship behavior possessed by hotel workers in Surabaya. Although our research is not designed to explain the relationship between this culture and both constructs, future researchers should explore more about these concepts. However, they should first explore the concept of *gotong royong* as a culture and operationalize this concept as a variable. Another future research direction is conduct an exploratory study regarding the organizational commitment in the hotel industry setting. This is important because our results suggested that organizational commitment in this setting might need further explanations.

REFERENCES

Allen, N.J., & Meyer, J.P. (1990). The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization. *Journal of Occupational Psychology*. 63,1-18

Bakhshi, A., Sharma, A.D., & Kumar, K. (2011). Organizational Commitment as Predictor of Organizational Citizenship Behavior. *European Journal of Business and Management*, 3(4), 78-86.

Dwiarta, M.B. (2010). *Analisis Karakteristik Pekerjaan dan Peluang Promosi Terhadap Turnover Intention Melalui Kepuasan Kerja dan komitmen Karyawan pada Hotel Bintang Tiga dan empat di Surabaya*. Unpublished Master Thesis, Surabaya: Universitas Airlangga

Jahangir, N., Akbar, Mohammad M., & Haq, M. (2004). Organizational Citizenship Behavior: Its Nature and Antecedents. *BRAC University Journal*. 1(2), 75-85

Kartika, Endo W. (2011). *Analisis Pengaruh Leader-member Exchange, Perceived Organizational Support, dan Komitmen Organisasional terhadap Organizational Citizenship Behavior pada Karyawan Hotel Berbintang Lima di Surabaya*. Unpublished Master Thesis, Surabaya: Universitas Airlangga.

Khan, S.K, & Rashid, M.Z.A. (2012). The Mediating Effect of Organizational Commitment in the Organizational Culture, Leadership, and Organizational Justice Relationship with Organizational Citizenship Behavior: A Study of Academicians in Private Higher Learning Institutions in Malaysia. *International Journal of Business and Social Science*, 3(8), 83-91.

Liu, Y. (2009). Perceived Organizational Support and Expatriate Organizational Citizenship Behavior. *Personnel Review*, 38(3), 307-319.

Mehrabi, J., *et al.* (2013). Explaining the Relation between Organizational Commitment and Dimensions of Organizational Citizenship Behavior. *Interdisciplinary Journal of Contemporary Research in Business*, 5(8), 121-132.

Meyer, J.P., & Allen, N.J. (1991). A Three-component Conceptualizationl of Organizational Commitment. *Human Resource Management Review,* 1(1), 61-89.

Nawaser, K., *et al.* (2015). Organizational Citizenship Behavior and Bank Profitability: Examining Relationships in Iranian Bank. *Asian Social Science,* 11(12), 11-24.

N.N. (2014). Gotong Royong dan Ramah adalah Budaya Indonesia yang Menginspirasi Dunia. Retreived from http://qctv.tv/gotong-royong-dan-ramah-adalah-budaya-indonesia-yang-menginspirasi-dunia/, 11 November 2014

Organ, D.W., *et al*. (2006). *Organizational Citizenship Behavior. Its Nature, Antecendents, and Consequences*. California: Sage Publications, Inc.

Podsakoff, P.M., *et al.* (2000). Organizational Citizenship Behaviors: A Critical Review of the Theoretical and Empirical Literature and Suggestions for Future Research. *Journal of Management,* 26(3),513-563.

Tehran, G.M., Abtahi, M.S., & Esmaeili, S. (2013). The Relationship between Organizational Citizenship Behavior and Performance of the Staff of Qazvin University of Medical Sciences and Health Services. *International Journal of Academic Research in Business and Social Sciences,* 3(9), 534-542.