

The Effect of Satisfaction Mediation on the Relationship between Work Motivation and Organizational Citizenship Behavior

Nengah Landra^{a*}

I Gede Putu Eka Budiayasa^b

Sapta Rini Widyawati^c

^{a,b,c} Universitas Mahasaraswati, Denpasar, Bali, Indonesia

Abstract

The purpose of this study was to examine the mediating effect of job satisfaction on the relationship between work motivation and organizational citizenship behavior (OCB). This study uses various perspectives which are taken into consideration in analyzing the relationship of the three variables, namely the genre perspective, age perspective and employment perspective. Using as many as 106 employees as respondents and using a path analysis model, the results showed that work motivation had a positive and significant relationship with job satisfaction and OCB, and also found a positive and significant relationship between job satisfaction and OCB. In general, job satisfaction has been shown to mediate the relationship, but the specifics differ, which is caused by the different characteristics among employees. The mediating effect was evident in male employees, older employees (>40 years), and employees with high tenure (>5 years), while female employees, younger employees (<40 years), and employees with low tenure (< 5 years), the mediating effect was not proven. As for the characteristics of education, it cannot be concluded with certainty, because the explanatory variance is very low.

Keywords

Work Motivation; Job Satisfaction; Organizational Citizenship Behavior

Received: 5 October 2022; Accepted: 1 November 2022; Published Online: 31 December 2022

DOI: 10.21776/ub.apmba.2022.011.02.8

Introduction

Organizational citizenship behavior (OCB) is individual behavior that is discretionary, is not directly or explicitly recognized by the formal reward system, and in aggregate promotes the effective functioning of the organization (Organ, 1988). This behavior has been studied since the late 1970s, and in the last three decades, research interest in this behavior has increased substantially.

This behavior has been linked to overall organizational effectiveness, so this type of employee behavior has major consequences in the workplace. Early research on OCB's antecedents focused on employee attitudes, dispositions, and leader support. Recently, many variables were examined in an effort to determine the antecedents of OCB, including motivation and job satisfaction.

*Corresponding author Email: nengahlandra@unmas.ac.id

Several empirical evidences have shown that motivation is positively related to OCB (e.g., Shareef and Atan, 2019; Shim and Faerman, 2017; Lavanya and Kalliath, 2015; Bourdage et al., 2012; Finkelstein, 2011; Barbuto and Story, 2011). High work motivation will increase the behavior, and conversely low work motivation will trigger the weakening of the behavior. Meanwhile, the relationship between job satisfaction and this behavior has also been widely studied, even job satisfaction is claimed to be the most significant factor in explaining this behavior among other antecedents. Classical literature, such as Williams and Anderson (1991), Moorman (1993), Organ and Lingl (1995), Foote and Tang (2008), have shown that there is a positive relationship between the two. Similarly, recent literature, such as Talachi et al. (2014), Swaminathan and Jawahar (2013), Subhadrabandhu (2012), Fatimah et al. (2011), Nadiri and Tanova (2010), Li et al. (2010), and Zeinabadi (2010).

Motivation and job satisfaction also have a very strong positive relationship. The two cannot stand alone, but complement each other. However, the classical literature (such as Heneman et al. 1988; Igalens and Roussel, 1999; Pool, 1997) suggests that the two should be treated separately. This matter intended so that the factors that influence it can be identified easily, resulting in a better understanding. Herzberg's theory of motivation (1923), which was developed through the theory of needs (Maslow, 1943), directs two motivational factors (intrinsic and extrinsic) to job satisfaction, because both meet the individual's need for self-actualization. Meanwhile, expectancy theory (Porter and Lawler, 1968) also directs motivation to job satisfaction. Empirical evidence on the relationship between the two has also been widely carried out, and the findings are generally positive (eg, Breaugh et al., 2018; Homberg et al., 2015; Ncube and Samuel, 2014).

Thus, there is a strong tendency that the relationship between work motivation and OCB is not direct, but rather through job satisfaction.

High motivation will encourage high job satisfaction, and in turn will increase OCB. Conversely, a decrease in work motivation will reduce satisfaction, which in turn will reduce OCB. So, job satisfaction will act as a mediator in the relationship. The purpose of this study was to examine the moderating effect of job satisfaction on the relationship between work motivation and OCB. Specifically, this research will answer whether job satisfaction mediates the relationship or not. The second part of this paper contains the literature and the formulation of hypotheses. The third part describes the research method. The fourth part contains the findings and discussion. The fifth part contains the conclusion, which is also the closing part of this paper.

Literature Review and Hypothesis

The concept of organizational citizenship behavior (OCB) was initiated by nnis Organ, which was developed based on the original work of Katz in 1964. OCB is defined as individual behavior that is discretionary, is not directly or explicitly recognized by the formal reward system, and in aggregate promotes the functioning of the organization as a whole. effective (Organ, 1988). The simple meaning of OCB is an individual's behavior of love for his organization, where he is willing to give all the potential he has to build or develop his organization, even though it is not part of his formal job, even for that he is willing to do it voluntarily. A person with a high OCB will see his job as more than just a salary and try to do everything he can to make his work environment run smoothly, even if it is not directly related to his formal duties. This

behavior will of course have a very positive impact on the organization.

Many researches on OCB have been carried out. Organ (2006) offers five dimensions of OCB, namely: (1) altruism, which directs a person's behavior to help coworkers who are experiencing difficulties, both related to work assignments and personal problems; (2) conscientiousness, which directs a person's behavior to try to exceed organizational expectations; (3) sportsmanship, which leads to a person's tolerant behavior towards less than ideal conditions in the organization without raising objections; (4) courtesy, which directs one's behavior to avoid interpersonal problems with fellow coworkers; and (5) civil virtue, which refers to a person's responsible behavior in the life of the organization. Early research on OCB's antecedents focused on employee attitudes, dispositions, and leader support.

Recently, many variables were examined in an effort to determine the antecedents of OCB, including motivation and job satisfaction. Motivation, both intrinsic and extrinsic, is believed to have a positive relationship with OCB. High work motivation will encourage high OCB, and conversely low motivation will trigger a decrease in OCB. Work motivation is the psychological strength of a worker to increase enthusiasm in his work. Work motivation consists of intrinsic and extrinsic motivation (George and Jones, 2005). Intrinsic motivation is behavior that is shown for self-interest, while extrinsic motivation is behavior aimed at obtaining material or social rewards or to avoid punishment.

Luthans (2011) suggests that there are five indicators of intrinsic motivation: (1) achievement, namely motivation that is driven by pride in one's success in

work; (2) recognition, namely the motivation of a worker who is driven by the recognition of people or colleagues or superiors for the success they have done; (3) work itself, which is motivation a worker against the work itself; (4) responsibility, namely the motivation of a worker who is driven by the existence of full responsibility or authority to himself for the work he does; and (5) advancement, namely the motivation of a worker who is driven by the existence of development elements. Meanwhile, Luthans (2011) also suggests five indicators for extrinsic motivation, namely: (1) policy and administration, namely motivation driven by good organizational policies and administration; (2) quality supervisors, namely motivation driven by quality supervisors; (3) interpersonal relations, namely motivation driven by interpersonal relationships; (4) working conditions, namely the motivation that is driven by the conditions of the work itself; and wages, that is, salary-driven motivation. Specifically, the relationship between work motivation and OCB has also been widely tested, with positive results, including by Shareef and Atan (2019), Shim and Faerman (2017), Lavanya and Kalliath (2015), Bourdage et al. (2012), Finkelstein (2011), Barbuto and Story (2011), and Hu (2022). Thus, it is assumed that:

H1: work motivation is positively related to OCB. High work motivation will increase OCB and low work motivation will reduce OCB.

In addition to motivation, job satisfaction is also believed to have a positive relationship with OCB, even from the existing literature, job satisfaction is the most significant antecedent of OCB among the other antecedents. Job satisfaction is a condition in which a worker is satisfied with his work, both related to the

nature of his job duties, the work achieved, the form of supervision obtained as well as a sense of relief and liking for the work he is doing. Hasibuan (2001) suggests that a person's job satisfaction can be measured through: (1) his loyalty to work, position, and organization; (2) the ability to work, both in quantity and quality; (3) honesty in the execution of job duties; (4) creativity towards work results; (5) leadership, which refers to satisfaction with the leader; (6) salary; (7) indirect compensation; and work environment. As previously stated, job satisfaction is the most significant antecedent of OCB among other antecedents. Classical literature, such as Williams and Anderson (1991), Moorman (1993), Organ and Lingl (1995), Foote and Tang (2008), has also proven that the two have a positive and highly significant relationship. Recent literatures also find this, for example talachi et al. (2014), Swaminathan and Jawahar (2013), Subhadrabandhu (2012), Fatimah et al. (2011), Nadiri and Tanova (2010), Li et al. (2010), and Zeinabadi (2010). Thus, it is assumed that:

H2: job satisfaction is positively related to OCB. High job satisfaction will increase OCB and low job satisfaction or job dissatisfaction will reduce OCB.

To being related to OCB, work motivation also has a close relationship with job satisfaction. The relationship between the two is explicitly explained in Herzberg's two-factor theory, which is a development of Maslow's theory and is also closely related to McClelland's three-factor theory. This theory explains that there are certain factors in the workplace that cause job satisfaction, while on the other hand there are factors that cause job dissatisfaction. One of the factors in question is motivation, which acts as a

satisfaction factor at work. Motivational factors are associated with job content, including success, recognition, challenging work, advancement and growth in work.

Various empirical studies have also proven that motivation has a significant positive relationship with job satisfaction, where high motivation will increase job satisfaction, and low motivation can trigger job dissatisfaction, as has been done by Breaugh et al. (2018), Homberg et al. (2015), Ncube and Samuel (2014), Jehanzeb et al. (2012), Maharjan (2012), Ayub and Rafif (2011), Khalid et al. (2011), Stringer et al. (2011), Ahmed (2011), Hadi and Adil (2010), de Geus et al. (2020), and Zbierowsk (2022). Thus, there is a strong tendency that the relationship between work motivation and OCB is not direct, but rather through job satisfaction. High motivation will encourage high job satisfaction, and in turn will increase OCB. Conversely, a decrease in work motivation will reduce satisfaction, which in turn will reduce OCB. So, job satisfaction will act as a mediator in their relationship, and this paper will go on to prove it. Thus, it is assumed that:

H3: work motivation is positively related to job satisfaction.

H4: job satisfaction mediates the relationship between work motivation and OCB.

Research Method

The research data was obtained from the random distribution of questionnaires to 150 employees who work throughout the city of Surabaya, Indonesia, but only 106 questionnaires were returned and could be used. The questionnaire consists of 23 closed questions, all of which are measured by five Likert scales, namely: (1) strongly

disagree, (2) disagree, (3) undecided, (4) agree, and (5) strongly agree.

Organizational citizenship behavior (OCB) is measured by five question items for the five dimensions proposed by Organ (2006), namely altruism, conscientiousness, sportsmanship, courtesy, and civil virtue. While work motivation is measured by ten question items, which include five questions for intrinsic motivation and the rest for extrinsic motivation. These two types of motivation are based on the indicators proposed by Luthans (2011), namely achievement, recognition, work itself, responsibility, and advancement for intrinsic motivation, and policy and administration, quality supervisors, interpersonal relations, working conditions, and wages for extrinsic motivation. The job satisfaction is measured by eight questions for eight indicators proposed by Hasibuan (2001), namely loyalty, ability, honesty, creativity, leadership, salary, indirect compensation, and work environment.

The data analysis model uses path analysis. The mathematical model that developed for the model are:

$$\begin{aligned} \text{Satisfaction} &= \beta_M \text{ Motivation} + \varepsilon && \text{Model 1} \\ \text{OCB} &= \beta_M \text{ Motivation} + \beta_S \text{ Satisfaction} + \varepsilon && \text{Model 2} \end{aligned}$$

where: Motivation is work motivation and β_M is the slope of work motivation; OCB is organizational citizenship behavior; Satisfaction is job satisfaction and β_S is the slope of job

satisfaction; and is the residual error rate.

Result and Discussion

The results showed that motivation was positively and significantly related to job satisfaction, and also positively related to OCB. Meanwhile, satisfaction also has a positive and significant relationship with OCB. The positive relationship between motivation and satisfaction is quite strong ($R^2 = 55.5\%$), but the ability of motivation to explain satisfaction is weak (adj. r-square = 30.5%). Meanwhile, the relationship between motivation and OCB was very strong ($R^2 = 90.6\%$) and its ability to explain OCB was very high (adj. rsquare = 82%). The relationship between satisfaction and OCB was lower ($R^2 = 62.5\%$) compared to the relationship

The relationship between satisfaction and OCB was lower ($R^2 = 62.5\%$) compared to the relationship between motivation and OCB, and its ability to explain OCB was also lower (adj. r-square = 38.8%). Thus, job satisfaction is not proven to mediate the relationship between motivation and OCB, because both have a direct relationship. Specifically, these relationships can be seen in Figure 1. Thus, job satisfaction is not proven to mediate the relationship between motivation and OCB, because both have a direct relationship. Specifically, these relationships can be seen in Figure 1 and Table 1.

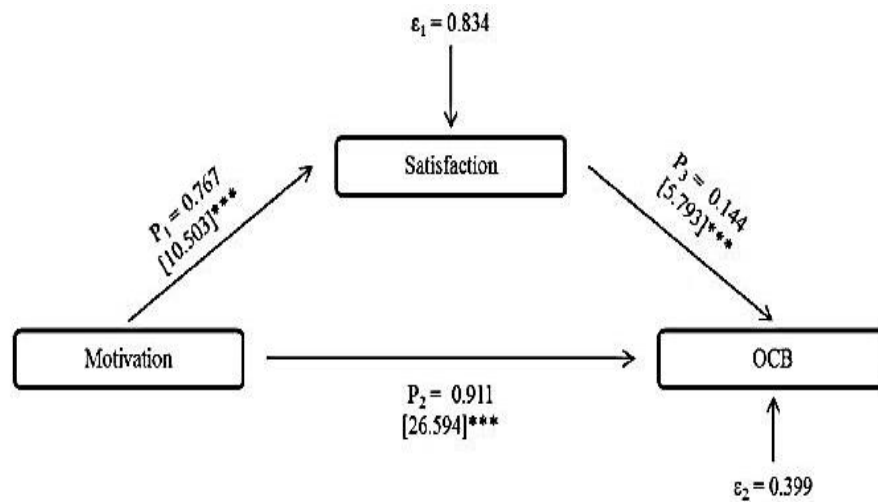


Figure 1. Relationship between Motivation, Satisfaction, and OCB

Table 1. Results of Data Analysis

	Model 1		Model 2		Decision
Panel A. General					
Work motivation	0.767	0.073 10.503***	0.911	0.034 26.594***	0.110 <i>Direct</i>
Job satisfaction			0.144	0.025 5.793***	
Panel B. Genre Perspective					
Man					
Work motivation	0.535	0.103 5.171***	0.317	0.084 3.782***	0.262 <i>Direct</i>
Job satisfaction			0.490	0.065 7.555***	
Woman					
Work motivation	0.491	0.107 4.575***	0.108	0.140 0.769***	0.164 <i>Indirect</i>
Job satisfaction			0.334	0.111 2.998***	
Panel C. Age Perspective					
Old (>40 years)					
Work motivation	0.625	0.127 4.933***	0.100	0.108 0.930***	0.348 <i>Indirect</i>
Job satisfaction			0.556	0.085 6.516***	
Young (<40 years)					
Work motivation	0.521	0.091 5.702***	0.344	0.331 4.759***	0.138 <i>Direct</i>
Job satisfaction			0.265	0.332 4.767***	
Panel D. Employment Perspective					
High Employment Period (> 5 Years.)					
Job Motivation	0.726	0.184 3.935***	-0.067	0.153 -0.441***	0.413 <i>Indirect</i>
Job Satisfaction			0.569	0.091 6.227***	
Low Working Period (<5 Years.)					
Job Motivation	0.461	0.103 4.461***	0.270	0.081 3.323***	0.205 <i>Direct</i>
Job Satisfaction			0.445	0.056 7.993***	
Panel E. Educational Perspective					
higher education					
Work motivation	0.482	0.097 4.968***	0.218	0.086 2.526***	0.147 <i>Direct</i>
Job satisfaction			0.305	0.065 4.693***	
Low education					
Work motivation	0.588	0.130 4.508***	0.301	0.107 2.812***	0.254 <i>Direct</i>
Job satisfaction			0.432	0.080 5.372***	

Independent variable model 1: job satisfaction; Independent variable model 2: organizational citizenship behavior
 *** significant at the 1% level; ** significant at the 5% level; * significant at the 10% level

Regarding the relationship between motivation and satisfaction, intrinsic and extrinsic motivation both make a significant contribution to satisfaction, but the contribution of extrinsic motivation dominates. All indicators of motivation, both intrinsic and extrinsic significantly increase satisfaction. Satisfaction related to ability to work results is not related to the two motivations. In addition to satisfaction, motivation is also positively and directly related to OCB.

Intrinsic and extrinsic motivation also contributes significantly to it. All indicators of motivation, except motivation related to advances and salary, significantly increased OCB, both related to altruism, conscientiousness, sportsmanship, courtesy, and civil virtue. Meanwhile, satisfaction is also positively related to OCB. All satisfaction indicators significantly increase OCB. Although in general job satisfaction has not been proven to mediate the relationship between work motivation and OCB, the specifics of each employee are different. From a gender perspective, the mediating effect of satisfaction on the relationship between motivation and OCB was evident in female employees, but not in male employees. In male employees, apart from being positively related to satisfaction, motivation is also directly related to OCB.

In addition, satisfaction is also positively related to OCB. Intrinsic and extrinsic motivation significantly increase their job satisfaction, but extrinsic motivation dominates. Substantially, the two motivations will increase satisfaction related to ability to work, creativity to work, supervisor or leader, salary, and work environment. Regarding motivation and OCB, only intrinsic motivation was significant, especially with regard to recognition.

Increased motivation related to recognition will increase OCB related to civil virtue. Meanwhile, satisfaction related to supervisor or leader, salary, and indirect compensation significantly increased their OCB, especially with regard to conscientiousness, sportsmanship, and civil virtue.

The relationship between motivation and satisfaction in male employees was lower than the relationship with OCB ($R^2 = 18.5\%$ vs. 39.0%), as well as the explanatory variance (adj. r -square = 2.6% vs. 14.4%). Meanwhile, the relationship between satisfaction and OCB is quite strong ($R^2 = 31.5\%$), but the explanatory variance is very weak (adj. r -square = 9.1%). Meanwhile, for female employees, intrinsic and extrinsic motivation significantly increased their satisfaction, especially related to the ability to work, supervisor or leader, salary, indirect compensation, and work environment. Substantially, these satisfactions will encourage their OCB, especially those related to conscientiousness, sportsmanship, courtesy, and civil virtue. The relationship between motivation and satisfaction is quite strong ($R^2 = 41.4\%$), but the explanatory variance is very low (adj. r -square = 16.5%), while the relationship between satisfaction and OCB is also quite strong and the explanatory variance is quite high (adj. r -square = 40.9%).

From an age perspective, the mediating effect of satisfaction on the relationship between motivation and OCB was also evident in older employees (>40 years). Intrinsic and extrinsic motivation significantly increase satisfaction, especially with regard to supervisor, salary, indirect compensation, and work environment. Substantially, these satisfactions will encourage OCB, especially regarding conscientiousness, sportsmanship, courtesy, and civil

viretue. In older employees, the relationship between motivation and satisfaction was higher than the relationship with OCB ($R^2 = 49.5\%$ vs. 40.5%), as was the determination (adj. r -square = 23.5% vs. 15.3%). Meanwhile, the relationship between satisfaction and OCB is much stronger ($R^2 = 68\%$) than the relationship between motivation and OCB, as is the determination (adj. r -square = 45.5%). While on young employees (<40 years), the mediating effect was not proven.

Motivation has a direct relationship with OCB, although motivation also has a significant positive relationship with satisfaction, and satisfaction with OCB. Intrinsic and extrinsic motivation (especially) will directly increase OCB. Meanwhile, the two motivations also significantly increased their satisfaction, especially with regard to the ability to work, honesty at work, supervisors, salary, indirect compensation, and work environment. Substantially, these satisfactions will increase OCB, especially those related to conscientiousness, sportsmanship, courtesy, and civil viretue. The relationship between motivation and OCB was stronger than the relationship with satisfaction ($R^2 = 46.4\%$ vs. 40.0%), as was the determination (adj. r -square = 21.1% vs. 15.5%). The relationship between satisfaction with OCB is as strong as the relationship between motivation and OCB, as well as the explanatory variance.

From the perspective of tenure, the mediating effect was also evident in employees with high tenure. Motivation, both intrinsic and extrinsic, has no significant relationship with OCB. Only extrinsic motivation (especially those related to quality supervisors, interpersonal relations, and working conditions) was significantly positively related to satisfaction, especially those

related to honesty at work, indirect compensation, and work environment.

Substantial satisfaction significantly increases OCB, especially with regard to conscientiousness, sportsmanship, and courtesy. The relationship between motivation and satisfaction is quite strong ($R^2 = 43.3\%$), but the determination is very low (adj. r -square = 17.6%). Meanwhile, the relationship between satisfaction and OCB is weak ($R^2 = 23.8\%$), and the determination is also very low (adj. r -square = 4.2%). On the other hand, employees with low tenure. The moderating effect of satisfaction on the relationship was not proven.

Motivation, both internal and external, has a significant and direct positive relationship with OCB, especially those related to altruism, conscientiousness, sportsmanship, and civil viretue. This relationship is quite strong ($R^2 = 46.7\%$), but the determination is still low (adj. r -square = 19.6%). Meanwhile, intrinsic and extrinsic motivation also have a significant positive relationship with satisfaction, especially related to creativity on results, supervisors, salaries, indirect compensation, and work environment. The relationship is also quite strong ($R^2 = 43.2\%$), but the determination is also still relatively low (adj. r -square = 14.9%). Meanwhile, satisfaction and OCB have a positive and strong relationship ($R^2 = 67.20\%$), with a fairly strong determination (adj. r -square = 43.6%). Satisfaction related to ability, honesty, creativity, leadership, salary, indirect compensation, and work environment has a significant contribution in improving OCB, especially related to conscientiousness, sportsmanship, courtesy, and civil viretue.

From an educational perspective, the mediating effect of satisfaction on the

relationship between motivation and OCB was not proven, both for employees with high education (bachelor and after) and low education (diploma and before). On employees with higher education, the relationship between motivation and OCB is positive and significant, but the relationship is weak ($R^2 = 31.8\%$), as is the determination (adj. r -square = 9.6%). While the relationship between motivation and satisfaction is only slightly stronger than the relationship with OCB ($R^2 = 36.4\%$), the determination is also very low (adj. r -square = 12.7%). The relationship between satisfaction and OCB is indeed quite strong ($R^2 = 42.2\%$), but the determination is still very low (adj. r -square = 17.3%). Specifically, intrinsic and extrinsic motivation only significantly increased OCB related to conscientiousness and civil virtue. Meanwhile, the two motivations only had a positive impact on satisfaction related to honesty at work, creativity in work results, supervisors, salaries, and work environment.

Substantially, these satisfactions will only have a positive impact on OCB related to conscientiousness, sportsmanship, courtesy, and civil virtue. However, all models showed very low determination (adj. r -square < 20%). In contrast to employees with low education, the relationship between motivation and OCB is stronger compared with the relationship with satisfaction and the relationship of satisfaction with OCB ($R^2 = 61.2\%$ vs. 44.1% vs. 47.9%), as well as determination (adj. r -square = 36.7% vs. 18.5% vs. 22.1%). Motivation, both intrinsic and extrinsic, can directly increase OCB, especially related to altruism, conscientiousness, sportsmanship, and civil virtue. Meanwhile, the two motivations also significantly increase satisfaction, and

the satisfaction significantly increases OCB.

Conclusion

In general, job satisfaction has been shown to mediate the relationship between work motivation and OCB. However, the specifics are different, which is caused by the different characteristics among employees. So, the relationship between work motivation, job satisfaction, and OCB is highly dependent on the demographic characteristics of employees. For female employees, motivation can increase OCB directly, but not for male employees. For male employees, motivation does not necessarily increase OCB, but requires other processes, one of which is through increasing job satisfaction. In addition, young employees, and low tenure, motivation can also increase OCB quickly. On the other hand, employees who are older, and have high tenure, motivation, both intrinsic and extrinsic, do not necessarily increase OCB. However, it requires other processes, including through increasing job satisfaction. After satisfaction has been met, then OCB is created. As for the characteristics of education, it cannot be concluded with certainty, because the explanatory variance is very low. These findings fully support the first (H1), second (H2), and third (H3) hypotheses. While the core hypothesis, namely the fourth hypothesis (H4) is partially supported.

Notes on Contributors

Nengah Landra is a Lecturer in the Management Department at the Faculty of Economics and Business, Universitas Mahasaraswati Denpasar, Bali, Indonesia. His research interest are Human Resources Management, Strategic Management, Leadership.

I Gede Putu Eka Budiya is a Lecturer in the Management Department at the Faculty of Economics and Business, Universitas Mahasaraswati Denpasar, Bali, Indonesia. His research interest are General Management, Tourism Management, Labour Regulation.

Sapta Rini Widyawati is a Lecturer in the Management Department at the Faculty of Economics and Business, Universitas Mahasaraswati Denpasar, Bali, Indonesia. Her research interest are Human Resources Management, Motivation, Employee Performance.

References

- Ayub, N., & Rafif, S. (2011). The relationship between work motivation and job satisfaction. *Pakistan Business Review*, 13(2), 332-347.
- Barbuto, JE, and Story, J, SP. (2011). Work Motivation and Organizational Citizenship Behaviors: A Field Study. *Journal of Leadership Studies*, Vol.5 No.1, 23-24.
- Bourdage, JS, Lee, K., Lee, JH., Shin, KH. (2012). Motives for Organizational Citizenship Behavior: Personality Correlates and Coworker Ratings of OCB. *Human Performance* Vol.25 No.3, 179-200.
- Breaugh, J., Ritz, A., & Alfes, K. (2018). Work motivation and public service motivation: disentangling varieties of motivation and job satisfaction. *Public Management Review*, 20(10), 1423-1443.
- de Geus, C.J.C., Ingrams, A., Tummers, T., and Pandey, S.K. (2020) Organizational Citizenship Behavior in the Public Sector: A Systematic Literature Review and Future Research Agenda. *Public Administration Review*. Vol. 80 No.2, 259-270.
- Fatimah, O., Amiraa, AM., and Halim, FW. (2011). The Relationship between Organizational Justice, Organizational Citizenship Behavior and Job Satisfaction. *Pertanika J. Soc. science. & Hum*, Vol.19 No.5, 115-121.
- Finkelsten, M.A. (2011). Intrinsic and Extrinsic Motivation and Organizational Citizenship Behavior: A Functional Approach to Organizational Citizenship Behavior. *Journal of Psychological Issues in Organizational Culture*, Vol.2 No.1, 19-34.
- Khan, M. A., Ismail, F. B., Hussain, A., and Alghazali, B. (2020). The Interplay of Leadership Styles, Innovative Work Behavior, Organizational Culture, and Organizational Citizenship Behavior. *SAGE Open*, Vol. 10 No.1. <https://doi.org/10.1177/2158244019898264>
- Foot, D.A. & Tang, T.L.P. (2014). Job satisfaction and organizational citizenship behavior (OCB). *Management Decision*, Vol. 46 No. 6..
- Hadi, R., & Adil, A. (2010). Job characteristics as predictors of work motivation and job satisfaction of bank employees. *Journal of the Indian Academy of Applied Psychology*.
- Hasibuan, M. (2001). *Manajemen Sumber Daya Manusia* (Revisi ed.). Jakarta: Bumi Aksara
- Heneman, R. L., Greenberger, D. B., & Strasser, S. (1988). The relationship between pay-for-performance perceptions and pay satisfaction. *Personnel psychology*, 41(4), 745-759.
- Homberg, F., McCarthy, D., & Tabvuma, V. (2015). A meta-analysis of the relationship between public service motivation and job satisfaction. *Public Administration Review*, 75(5), 711-722.
- Hu, S. (2022). Facilitate Affective Commitment and Organizational Citizenship Behavior of the Technology Employees in the Chinese IT Companies. *International Journal of Business and Society*, Vol 23 No 2.

- Igalens, J., & Roussel, P. (1999). A study of the relationships between compensation package, work motivation and job satisfaction. *Journal of organizational behavior*, 20(7), 1003-1025.
- Jehanzeb, K., Rasheed, M. F., & Rasheed, A. (2012). Impact of rewards and motivation on job satisfaction in banking sector of Saudi Arabia. *International journal of business and social science*, 3(21).
- Khalid, R., Javed, M. U. & Shahzad, K. (2018). Impact of behavioral biases on investment decision making with moderating role of financial literacy. *Jinnah Business Review* Vol. 6, No. 2, pp. 34-41.
- Lavanya, T., and Kalliath, NAM (2015). Work Motivation and Leadership Styles in Relation to Organizational Citizenship Behavior. *Annamalai International Journal of Business Studies & Research*.
- Li, N., Liang, J., and Crant, J.M (2010). The Role of Proactive Personality in Job Satisfaction and Organizational Citizenship Behavior: A Relational Perspective. *Journal of Applied Psychology*. Vol.95 No.2.
- Luthans, Fred. (2011). *Organizational Behavior: An Evidence-Based Approach*. New York: McGraw-Hill
- Maharjan. (2012). Assosiation between Work Motivation and Job Satisfaction of College Teachers Administrative and Management Review Vol. 24, No 2.
- Moorman, R.H. (1993). The Influence of Cognitive and Affective based Job Satisfaction Measures on the Relationship between Satisfaction and Organizational Citizenship Behavior. *Human Relations* Vol.46 No.6, 759-776.
- Nadiri, H., and Tanova, C. (2010). An Investigation of the Role of Justice in Turnover Intentions, Job satisfaction, and Organizational Citizenship Behavior in Hospitality Industry. *International Journal of Hospitality Management*, Vol.29 No.1, 33-41.
- Ncube, C. M., & Samuel, M. O. (2014). Revisiting employee motivation and job satisfaction within the context of an emerging economy: Theoretical representation and developing the model. *Mediterranean Journal of Social Sciences*, 5(9), 267.
- Organs, D.W. (1988). *Organizational Citizenship Behavior: The Good Soldier Sydrome*. Lexington, MA: Lexington Books.
- Organ, D., and Lingl, A. (1995). Personality, Satisfaction, and Organizational Citizenship Behavior. *The Journal of Social Psychology* Vol.135 No.3, 339-35.
- Pool, S. W. (1997). The relationship of job satisfaction with substitutes of leadership, leadership behavior, and work motivation. *The Journal of Psychology*, 131(3), 271-283.
- Porter, L. W., & Lawler, E. E. (1968). What job attitudes tell about motivation (pp. 118-126). Boston, MA, USA: Harvard Business Review Reprint Service
- Shareef, RA, and Atan, T. (2019). The Influence of Ethical Leadership on Academic Employees Organizational Citizenship Behavior and Turnover Intention: Mediating Role of Intrinsic Motivation. *Management Decisions*.
- Shim, DC, and Faerman, S. (2017). Government Employees' Organizational Citizenship,Behavior: The Impacts of Public Service Motivation, Organizational Identification, and Subjective OCB Norms. *International Public Management Journal*. Vo. 20 No.4, 531-559.
- Stringer, C., Didham, J., & Theivananthampillai, P. (2011). Motivation, pay satisfaction, and job satisfaction of front-line employees. *Qualitative Research in Accounting & Management*, 8(2), 161-179.

- Subhadrabandhu, T. (2012). Job Satisfaction and Organizational Citizenship Behavior of Personnel at One University Hospital in Thailand. *Journal of the Medical Association of Thailand*. Vol.95 No.6, S102-S108.
- Swaminathan, S., and Jawahar, P.D. (2013). Job Satisfaction as a Predictor of Organizational Citizenship Behavior: An Empirical Study. *Global Journal of Business Research* Vol.7 No.1, 71-80.
- Talachi, R.K, Gorji, M, B., and Boerhannoeddin, AB (2014). An Investigation of the Role of job Satisfaction in Employees' Organizational Citizenship Behavior. *Collegium Anthropologicum*, Vol.38 No.2, 429-436.
- William, L.J, and Anderson, S.E. (1991). Job Satisfaction and Organizational Commitment as Predictors of Organizational Citizenship and in-Role Behavior. *Journal of Management*, Vol.17 No.3, 601-617.
- Zeinabadi, H. (2010). Job satisfaction and Organizational Commitment as Antecedents of Organizational Citizenship Behavior (OCB) of Teachers. *Procedia-Social and Behavioral Sciences* Vol.5, 998-1003.
- Zbierowsk, P. (2022). The Mystery Of High Performance–Mediation by Entrepreneurial Orientation and Organizational Citizenship Behavior. *Journal of Entrepreneurship, Management and Innovation* Vol. 18 No.4.