INDONESIAN JOURNAL OF MULTIDISCIPLINARY SCIENCE

P-ISSN: 2808-5957
E-ISSN: 2808-6724
ijoms.internationaljournallabs.com

TRANSFORMATIONAL LEADERSHIP, ORGANIZATION FAIRNESS, ORGANIZATION SUPPORT PERSPECTIVE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR MODERATING IMMIGRATION OFFICIALS

Indrias Natanael*, Djamaludin Ancok, Nilam Widyarini
Faculty of Psychology, Universitas Gunadarma, East Jakarta, DKI Jakarta, Indonesia
* *indriasn.gundar@gmail.com*

ARTICLE INFO

Published: March 25th, 2023

Keywords: *organizational fairness, transformational leadership, organizational citizenship behavior, perception of organizational support, religiosity*

This work is licensed under CC BY-SA 4.0

ABSTRACT

This research used a quantitative approach, data collection using online questionnaires using Google Form. The respondents consisted of 196 Immigration office employees on duty in the West Java Region, including Bogor, Cirebon and Depok. Data analysis techniques using the help of SmartPLS 4.0.8.8 software. This study found a model that has not been found in previous studies, namely simultaneous leadership transformation, organizational justice, perceptions of organizational support for organizational citizenship behavior with religiosity as a coding variable. It is proved that high religious will spend time working willingly. With religiosity as a guideline in work, it is hoped that it can improve employee performance in completing work tasks for the better. This is because morality directly affects citizenship behavior, Transformational Leadership does not partially have a significant effect on citizenship behavior and religiosity cannot strengthen the relationship between transformational leadership and organizational behavior. However, organizational justice and perceived organizational support partially have a significant effect on citizenship behavior and religiosity can strengthen the relationship between organizational support perception of organizational citizenship behavior, as well as simultaneously influence on organizational citizenship behavior and religiosity strengthen the relationship between transformational leadership, organizational justice, perception of organizational support for organizational citizenship behavior.

INTRODUCTION

The organization can grow and develop requires the hard work of members in completing their respective responsibilities so that organizational goals can be achieved. Successful organizations need employees who perform more than just the tasks to be completed and also to work with performance that exceeds the expectations of the institution (Bateman & Organ, 1983; Masri & Suliman, 2019). The willingness of employees to do more work than they should be done can be interpreted as organizational citizenship behavior. To demonstrate organizational citizenship behavior by showing initiative, dedicated to work, adhering to high-quality performance standards and responsible for the professional development of employees themselves (Thakre & Mathew, 2020).

Titisari (2014) stated that if an organization has employees with good organizational citizenship behavior, it will get several benefits, namely increasing co-worker productivity, increasing manager productivity, saving resources owned by management and the organization as a whole, helping to save scarce resources by maintaining group functions. Organizational citizenship behavior can be used as an effective means to coordinate work group activities,

improve the organization's ability to attract and retain the best employees, increase organizational work stability and improve the organization's ability to adapt to environmental changes (Pradhan et al., 2016). This is needed in order to increase the effectiveness and efficiency of organizational functions.

Furthermore, Titisari (2014) revealed that organizational citizenship behavior is influenced by two main factors, namely factors originating from within employees (internal) in the form of morale, motivation, commitment, satisfaction, positive attitudes and factors originating from outside employees (external) such as management systems, organizational support, leadership systems and corporate culture. While, Newland (2012) suggests several factors that influence organizational citizenship behavior, including job satisfaction, employee perceptions of the organization, employee characteristics such as individual conflicts with organizational culture, and relationships between superiors and subordinates. According to Wirawan (2014), factors that influence organizational citizenship behavior include personality, organizational culture, organizational climate, job satisfaction, organizational commitment, transformational leadership and servant leadership, employee social responsibility, employee age, work involvement, collectivism and organizational justice. The government agencies that are the focus of the author's research are in 3 (three) Immigration offices that carry out immigration services for people in the cities of Bogor, Cirebon and Depok. With the enactment of regulations and agreements between countries, it has changed the dynamics and has an impact on increasing the flow of people and goods between countries so that it becomes more free and open. Conversely, along with the economic growth that occurs, there is also an increase in the number of foreign nationals living or working in a country. This phenomenon has been a matter or concern of countries in the world for a long time because each country has the sovereignty to regulate the traffic of people who will enter and leave the territory of their country and even to visit or stay temporarily. This is one of the duties of the function of Immigration employees in carrying out work.

One variable that can improve organizational citizenship behavior is transformational leadership. A leader must be able to provide influence, attention and also be able to understand the potential of his subordinates. Thoha (2010) states that an organization will succeed or even fail is largely determined by leadership factors.

Based on direct observation of the phenomenon that occurs in Immigration employees regarding the application of transformational leadership, there are still employees who have not followed orders and directions from their direct superiors about several things, one of which is the problem of discipline which is the obligation of employees. On the other hand, the leadership of the direct superior has provided an example in carrying out work, employees feel protected in completing work, employees can realize hard hard, smart work, and good work. With the application of transformational leadership to employees, it is expected to improve organizational citizenship behavior.

Related to the sense of justice, a phenomenon that occurs at the Immigration office, there are still employees who think that they are still unfairly enforced, in terms of promoting to fill certain positions, some think that they feel they have worked well but are not promoted, even those who

are promoted are employees who have closeness to the head of the agency. However, there are employees who have been treated fairly by being promoted because they have expertise, skills, loyalty, passed competency tests and are considered capable to occupy certain positions.

Organizational support is an important concept in terms of providing an explanation of the relationship between organizational treatment, employee attitudes toward work and employee behavior toward the organization. Organizational support can mean appreciating employee contributions, hearing complaints, feeling proud of employee performance or achievement results and meeting employee needs. With the organizational support provided by the organization to employees, employees feel more satisfied and more committed to their work. Allen et al. (2008) explain several factors that can influence the perception of organizational support, job characteristic, chalenge, task variation, perceived workload, work fatigue, role ambiguity, pay-for-performance, mentoring.

The influence of transformational leadership, organizational fairness and perceptions of organizational support on civic behavior appears to be amplified or weakened by religiosity. Currently, many companies have begun to apply religious values in their business activities. This company is also called a spiritual company, which is developed by companies with an interest in adapting to the universal values of various religions, such as honesty, sincerity, humility, respect for human dignity, benefits for all, willingness to sacrifice for others and others (Mulawarman, 2011).

Jamal's (2020) research states that the variable of religiosity moderates the influence of organizational justice on employee performance. To improve the performance of working employees, a moderator role is needed in job satisfaction by prioritizing the role of religiosity by providing opportunities for employees to develop. According to Sari et al. (2022), research shows that the level of employee religiosity moderates the influence of empowerment leadership on creativity in a negative direction. However, the level of religiosity does not moderate the effect of self-efficacy on employee creativity. Therefore, researchers intend to examine the relationship between transformational leadership, organizational justice, perceptions of organizational support, and organizational citizenship behavior mediated by religiosity. Hopefully, the research can contribute to a wider range of knowledge regarding organizational citizenship behavior and factors affecting it.

METHOD

This study aims to explain the influence between variables through hypothesis testing and explanation between variables, so this research is an explanation research. Furthermore, this study used a quantitative approach with data collection instruments such as questionnaires and direct observation to immigration service employees which include security personnel, employees in charge of providing passport making and replacement application services, residence/foreign permit applications, passport collection, customer service information section, service ambassadors, making examination minutes (BAP) for lost/damaged passports and cleaning service on Bogor immigration office, Cirebon immigration office and Depok immigration office. The

population in this study were employees in charge of the service section at the Branch Immigration Office, Bogor, Depok and Cirebon. The sampling technique used in this study is non-probability sampling, namely by using the purposive sampling method. So that the sample used in this study was 196 respondents of employees in charge of carrying out immigration services which included security personnel, employees in charge of providing application services for making and replacing passports, applications for residence/foreign permits, passport collection, customer service information sections, service ambassadors, making minutes of examination (BAP) for lost/damaged passports and cleaning services at the Bogor immigration office, Cirebon immigration office and Depok immigration office.

Data analysis techniques used were descriptive analysis, inferential analysis using the SEM PLS (Partial Least Square) method. The steps of PLS analysis are designing structural models, designing measurement models then constructing path diagrams, then converting path diagrams to equation systems and estimating path coefficients, loading factors and evaluating goodness of fit and finally testing hypotheses.

RESULT AND DISCUSSION

Test Validity and Reliability

Table 1. Construct Reliability and Convergent Validity

	Outer Loading Factor	VIF	Average Variance Extracted (AVE)	Cronbach's Alpha	Composite Reliability
KO1	0,839	3,801			
KO10	0,748	3,459			
KO11	0,578	2,524			
KO12	0,627	3,373			
KO13	0,718	3,776			
KO14	0,846	4,443			
KO15	0,847	4,133			
KO16	0,825	4,203			
KO17	0,802	3,444			
KO18	0,841	4,214	0,575	0,960	0,966
KO19	0,849	4,120			
KO2	0,746	3,065			
KO20	0,647	2,072			
KO3	0,784	3,006			
KO4	0,777	3,176			
KO5	0,829	4,053			
KO6	0,749	3,186			
KO7	0,753	2,756			
KO8	0,592	1,939			

KO9	0,669	2,963			
KT1	0,597	4,071			
KT10	0,684	2,751			
KT11	0,705	3,952			
KT12	0,718	4,378			
KT13	0,746	4,958			
KT14	0,793	2,511			
KT15	0,753	3,509			
KT16	0,809	2,073			
KT17	0,822	3,522			
KT18	0,818	3,420			
KT19	0,836	4,001			
KT2	0,545	4,694			
KT20	0,826	4,513			
KT21	0,762	4,250			
KT22	0,784	4,023			
KT23	0,778	4,865			
KT24	0,746	3,149			
KT25	0,740	4,513			
KT26	0,827	3,258	0,551	0,981	0,983
KT27	0,817	3,054			
KT28	0,827	4,369			
KT29	0,826	3,353			
KT3	0,526	4,365			
KT30	0,875	3,836			
KT31	0,798	3,441			
KT32	0,786	4,536			
KT33	0,845	4,828			
KT34	0,828	3,134			
KT35	0,786	4,619			
KT36	0,763	3,844			
KT37	0,819	3,527			
KT38	0,769	3,382			
KT39	0,804	3,436			
KT4	0,507	2,903			
KT40	0,765	4,643			
KT41	0,760	3,619			
KT42	0,748	3,464			
KT43	0,761	4,419			

KT44	0,779	4,723			
KT45	0,550	1,987			
KT5	0,561	2,973			
KT6	0,575	3,466			
KT7	0,634	3,352			
KT8	0,560	4,509			
KT9	0,529	4,770			
PDO1	0,610	3,300			
PDO10	0,773	2,374			
PDO11	0,774	2,911			
PDO12	0,676	3,178			
PDO13	0,802	2,582			
PDO14	0,782	3,147			
PDO15	0,839	2,135			
PDO16	0,832	3,634			
PDO17	0,799	4,768			
PDO18	0,864	3,669			
PDO19	0,870	4,317			
PDO2	0,633	2,930			
PDO20	0,863	3,419			
PDO21	0,862	3,660			
PDO22	0,836	8,628			
PDO23	0,871	4,339	0,628	0,982	0,985
PDO24	0,871	3,282			
PDO25	0,874	3,233			
PDO26	0,868	4,739			
PDO27	0,827	4,477			
PDO28	0,884	3,090			
PDO29	0,886	2,709			
PDO3	0,711	4,710			
PDO30	0,828	3,378			
PDO31	0,849	3,415			
PDO32	0,871				
PDO33	0,884				
PDO34	0,861				
PDO35	0,890				
PDO36	0,842				
PDO4	0,671				
PDO5	0,604				

PDO6	0,689			
PDO7	0,632			
PDO8	0,595			
PDO9	0,546			
PKO1	0,872			
PKO10	0,902			
PKO11	0,897			
PKO12	0,821			
PKO13	0,803			
PKO14	0,796			
PKO2	0,849	0,736	0,972	0,973
PKO3	0,874			
PKO4	0,833			
PKO5	0,849			
PKO6	0,858			
PKO7	0,895			
PKO8	0,883			
PKO9	0,869			
RG1	0,789			
RG10	0,625			
RG11	0,699			
RG12	0,541			
RG13	0,522			
RG14	0,535			
RG15	0,535			
RG2	0,832	0,506	0,928	0,939
RG3	0,822			
RG4	0,831			
RG5	0,819			
RG6	0,728			
RG7	0,804			
RG8	0,764			
RG9	0,686			

Source: Data Processed (SmartPLS 4.0.8.8)

The table above shows that valid and reliable, Cronbach alpha values meet the minimum measurement requirement where all individual values are above 0.7. Likewise, the reloability value of the composite satisfies acceptable requirements. The table above shows that factor loading is within an acceptable range (above 0.6) regarding convergent validity. It is important to underline

that all factor charges that do not meet the threshold are carefully removed to strengthen the AVE, and the entire model is reflective. Lastly, all AVE values exceed the minimum requirement. Based on the results of this data analysis, we can confirm that our model has no problems with construct reliability and convergent validity

R-Square

Below is the SmartPLS software output for the R-Square value, as follows:

Table 2. R Square value

	R Square
Citizenship Behavior	0,877
Religiosity	0,690

Source: SmartPLS 4.0.8.8 Output Results

Based on the results of the output, SmartPLS states the R Square in the Citizenship Behavior variable, which is 0.877 and the Adjusted R Square is 0.874. This means that the addition of independent variables does not really affect the goodness of the research model, because the decrease in value from R Square to R Square Adjusted is only 0.003. So that the contribution of variables is transformational leadership, organizational justice, perceptions of organizational support, religiosity. Towards Citizenship Behavior, which is 0.874 or 87.4%, which means that the four independent variables can be said to be quite able to explain or contribute enough to Citizenship Behavior, while the remaining 0.126 or 12.6% is explained by other independent variables that are not included in the model or are not used in this study.

Hypothesis Test (Resampling Boostraping)

Hypothesis testing in this study by looking at t-statistical tests. It is known that t table is obtained by 1,972 obtained by the formula df = number of samples – number of variables or df = N-k so as to produce df = 196-5 = 191, then connected with a 95% confidence degree and an *error* of 5% or 0.05. The results of data processing to test significance (t test) can be seen in the following table.

Table 3. T-Statistics Test Results

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Result
Organizational Justice -> Organizational Behavior	0,105	2,665	0,008	Significant effect
Transformational Leadership -> Organizational Citizenship Behavior	0,050	1,102	0,271	Insignificant Effect

Perceptions of Organizational Support -> Organizational Citizenship Behavior	0,682	11,469	0,000	Significant effect
Religiosity -> Organizational Behavior	0,332	6,142	0,000	Significant effect

Source: SmartPLS 4.0.8.8 Output Results

Table 4. Indirect Effects

	Original sample (O)	**T-Statistics (|O/STDEV|)**	**P values**	**Result**
Organizational Justice -> Religiosity -> Organizational Behavior	0,060	2,769	0,006	Significant effect
Perceptions of Organizational Support -> Religiosity -> Organizational Citizenship Behavior	0,194	4,282	0,000	Significant effect
Transformational Leadership -> Religiosity -> Organizational Behavior	0,047	1,681	0,073	Insignificant effect

Simultaneous Test (Test F)

The value of f-table can be calculated using the formula = FINV(prob;k;n) by using the formula in Microsoft Excel =Finv (0.05; 5; 196) with a result of 2,260. Then F-table is 2.260.

The following is the calculation of the F test using the following formula:

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

$$F = \frac{0.877^2/5}{(1-0.877^2)/(196-5-1)}$$

F= 126,59

If F-table < F-count means Ho is rejected or the independent variables together have a significant effect on the independent variable, but if F-table < F-count means Ho is accepted or the independent variables together have no significant effect on the dependent variable. Based on the data above, there is a calculation of test f, namely F-table 2.260 < F-count 126.59 which means that transformational leadership, organizational justice and perceptions of organizational support together simultaneously affect organizational citizenship behavior.

Furthermore, the influence together in the independent variable through moderating variables on the dependent variable using Moderated Regression Analysis (MRA) or interaction test is a special application of linear multiple regression where the regression equation contains an element

of interaction (multiplication of two or more independent variables) with the following equation formula:

$$Y = Pyx1X1 + Pyx2X2 + Pyx3X3 + PyzZ + \varepsilon 2$$
$$= 0{,}050 + 0{,}105 + 0{,}682 + 0{,}332 + 0{,}05$$
$$= 1{,}219$$

Based on the calculation above, the simultaneous significance test obtained a result of 1,219 which means that transformational leadership, organizational justice and perceptions of organizational support together affect organizational citizenship leadership through religiosity or it can be said that religiosity strengthens the relationship between transformational leadership, organizational justice, perceptions of organizational support for organizational citizenship behavior.

The Influence of Religiosity on Organizational Citizenship Behavior

Religiosity has a significant effect on civic behavior. This is in accordance with research conducted by Benson (1992) which found that individuals who have high religious will spend time working willingly. This willingness to work voluntarily is a positive behavior that will be able to bring out organizational citizenship behavior. In addition, when a person's religiosity increases, it will be accompanied by a positive work attitude, which is to feel a strong bond in him to remain bound to the organization where he works (Pandey & Singh, 2019). With religiosity as a guideline at work, it is expected to improve employee performance in completing work tasks for the better. Because Bogor, Cirebon and Depok branch immigration employees in the ministry department when experiencing situations where they feel that God wants to reveal something, employees often participate in religious events and pray and when they experience situations where they feel that there is God or divine intervention in their lives and employees often keep information about religious questions via radio, television, internet, newspapers, or books. It can be concluded that religiosity affects organizational citizenship behavior

The Influence of Transformational Leadership on Civic Behavior and Religiosity Strengthens the Relationship Between Transformational Leadership and Civic Behavior

Transformational leadership does not have a significant effect on civic behavior through religiosity as a moderating variable or it can be said that religiosity cannot strengthen the relationship between transformational leadership and organizational citizenship behavior. In this case, the transformational leadership style directed at improving the extra behavior of employees does not work well. Behaviors that are highly expected in the organization in workers, namely: (1) participating, bonding and being in an organization; (2) must complete a job and act in accordance with the principles set forth by the organization; and (3) carry out innovative and spontaneous activities beyond the perception of its role in the organization (Robbins, 2008), it can be assumed that transformational leadership style has a positive effect but does not work properly on

organizational citizenship behavior in immigration office employees. While the variable of religiosity as a moderating variable does not strengthen the relationship between transformational leadership and organizational citizenship behavior, which can increase the spirit of work for subordinates to work better. This is because among other things the boss provides help in return for efforts, the boss reviews it by asking if there is a better way to do something, the boss does not involve himself to help deal with the problem before the problem becomes serious. It is also less reinforced by connecting with religious communities in an organization and less important to participate in worship because many religious topics are not appropriate.

The Influence of Organizational Justice on Organizational Citizenship Behavior and Religiosity Strengthens the Relationship Between Organizational Justice and Organizational Citizenship Behavior

Organizational justice has a significant effect on civic behavior through religiosity as a moderating variable or it can be said that religiosity can strengthen the relationship between organizational justice and organizational citizenship behavior. In this case, there are quite a lot of factors that can affect the level of organizational citizenship behavior owned by each employee in a company. These factors can be divided into two types, namely internal factors and external factors. In addition, based on previous studies related to the relationship between organizational citizenship behavior and organizational justice, it has shown that perceptions of organizational fairness and fairness are the main determinants of employee work outcomes, and have a strong correlation with organizational citizenship behavior (Organ & Paine, 1999). Organizational citizenship behavior has a relationship with organizational justice that is cognitive. This view is theoretically rooted in equity theory (Colquitt, 2001) which states that employees evaluate their work situation through cognitive processes by comparing their input to the organization with the results they receive in return. If employees feel that the organization is treating them fairly, then they are more likely to retaliate against the organization by engaging in civic behavior. Conversely, when employees believe that they are being treated unfairly by the organization or by their employers, they will most likely believe that the process of social exchange has been violated. Religiosity as a moderating variable is predicted to strengthen the relationship between organizational justice and organizational citizenship behavior because organizations that have treated employees fairly coupled with the application of religious values in determining policies can make work comfortable and increase employee loyalty in completing work.

The Influence of Perceptions of Organizational Support on Organizational Citizenship Behavior and Religiosity Strengthens the Relationship Between Perceptions of Organizational Support and Organizational Citizenship Behavior

Perception of Organizational Support has a significant effect on citizenship behavior through religiosity as a moderating variable or it can be said that religiosity can strengthen the relationship between Perception of Organizational Support and organizational citizenship behavior. This is in accordance with research conducted by Putra (2013) an increase in the level of perception of

organizational support will be followed by an increase in organizational citizenship behavior and vice versa if employees perceive that the perception of organizational support in the work environment is low, it will result in low employee behavior. Religiosity as a moderating variable is predicted to strengthen the relationship between perceptions of organizational support and organizational citizenship behavior because organizations that have provided support to employees in terms of training, education, career advancement and other organizational support, cannot be separated from the religious values of employees who are believed and guided in completing work. With the existence of the Bogor, Cirebon and Depok Branch Immigration Offices in the service section will forgive mistakes that were accidentally made or in other words give a chance back, It is only necessary to reduce a little employee work performance to be a reason for the office to change the position of the employee, the Bogor, Cirebon and Depok Branch Immigration Offices in the service section feel that they only get a little benefit if they hire employees until employees retire, Give employees few opportunities to move up the ranks even if employees do the best job possible, the office is difficult to maintain. It can be concluded that the perception of organizational support affects organizational citizenship behavior and religiosity strengthens the relationship between the perception of organizational support and organizational citizenship behavior.

The Influence of Transformational Leadership, Organizational Justice, Perceptions of Organizational Support on Organizational Citizenship Behavior and Religiosity Strengthens the Relationship Between Transformational Leadership, Organizational Justice, Perceptions of Organizational Support for Organizational Citizenship Behavior

Transformational leadership, organizational justice and perceptions of organizational support together influence organizational citizenship leadership through religiosity or it can be said that religiosity strengthens the relationship between transformational leadership, organizational justice, perceptions of organizational support for organizational citizenship behavior. This is because transformational leadership, organizational justice, perceptions of organizational support together affect organizational citizenship behavior and religiosity strengthen the relationship between transformational leadership, organizational justice, perceptions of organizational support for organizational citizenship behavior in employees in charge of carrying out immigration services in the Bogor, Cirebon and Depok areas. This proves that individuals who have high religious will spend time working willingly. This willingness to work voluntarily is a positive behavior that will be able to bring out organizational citizenship behavior. In addition, when a person's religiosity increases, it will be accompanied by a positive work attitude, which is to feel a strong bond in him to remain bound to the organization where he works. With religiosity as a guideline at work, it is expected to improve employee performance in completing work tasks for the better. It can be concluded that transformational leadership, organizational justice and perceptions of organizational support simultaneously influence organizational citizenship behavior and religiosity strengthen the relationship between transformational leadership, organizational justice and organizational support perceptions of organizational citizenship behavior.

CONCLUSION

In accordance with the research that has been done, the results of the analysis and discussion that have been explained in the previous chapter related to the influence of leadership transformation, organizational justice, perceptions of organizational support for organizational citizenship behavior with religiosity as a moderating variable in immigration employees in the Bogor, Cirebon and Depok areas, as well as testing that has been carried out using the SmartPLS application, the conclusion is obtained that religiosity directly transformational leadership has no significant effect on civic behavior and religiosity cannot strengthen the relationship between transformational leadership and organizational citizenship behavior. However, organizational justice and perception of organizational support partially have a significant effect on citizenship behavior and religiosity can strengthen the relationship between perception of organizational support on organizational citizenship behavior, and simultaneously influence organizational citizenship behavior and religiosity strengthen the relationship between transformational leadership, organizational justice, perception of organizational support for organizational citizenship behavior. In addition, future research are expected to analyze other factors influencing organizational citizenship behavior to give a bigger glimpse of what to increase or decrease, and what to approve or not in an organization.

REFERENCE

Allen, M. W., Armstrong, D. J., Reid, M. F., & Riemenschneider, C. K. (2008). Factors impacting the perceived organizational support of IT employees. *Information and Management*, *45*(8). https://doi.org/10.1016/j.im.2008.09.003

Bateman, T. S., & Organ, D. W. (1983). job satisfaction and the good soldier: The relationship between affect and employee "citizenship". *Academy of Management Journal*, *26*(4). https://doi.org/10.2307/255908

Benson, P. L. (1992). Religion and substance use. In J. F. Schumaker (Ed.), *Religion and mental health* (pp. 211–220).

Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, *86*(3). https://doi.org/10.1037/0021-9010.86.3.386

Jamal, A. (2020). The role of moderation of job satisfaction and religiosity in influencing organizational justice on employee performance. *Proceeding 1st International Conference on Business & Social Sciences (ICOBUSS)*, *1*(3-4 October).

Masri, N. El, & Suliman, A. (2019). Talent management, employee recognition and performance in the research institutions. *Studies in Business and Economics*, *14*(1). https://doi.org/10.2478/sbe-2019-0010

Mulawarman, A. D. (2011). Elimination of riba through tazkiyah (purification) of the cash flow concept: A study from the Indonesian Islamic business habitus. *9th Annual International Conference on Business: Accounting, Finance, Management & Marketing, 4-7 July 2011, Athens, Greece., July*.

Newland, S. (2012). Organizational citizenship behavior - individual or organizational citizenship behavior - organization : Does the underlying motive Matter ? *Masters Theses & Specialist Projects*, *5*.

Organ, D. W., & Paine, J. B. (1999). A new kind of performance for industrial and organizational psychology: Recent contributions to the study of organizational citizenship behavior. In *International review of industrial and organizational psychology 1999, Vol. 14*.

Pradhan, R. K., Jena, L. K., & Kumari, I. G. (2016). Effect of work–life balance on organizational citizenship behaviour: Role of organizational commitment. *Global Business Review*, *17*. https://doi.org/10.1177/0972150916631071

Putra, D. S. (2013). *Hubungan antara perceived organizational support dengan organizational citizenship behavior pada karyawan PT En Seval Putera Megatrading divisi transportasi* [Skripsi]. Universitas Airlangga.

Robbins, P. S. (2008). *Organizational behaviour* (D. Engelica, Ed.; Trans.). Prentice Hall Inc.

Sari, S. R., Dewi, D. N. A. M., & Digdowiseiso, K. (2022). Peran pemimpin transformasional membudayakan kerja etis guna meningkatkan organizational citizenship behaviour. *Jurnal Manajemen Maranatha*, *22*(1), 41–52.

Thakre, N., & Mathew, P. (2020). Psychological empowerment, work engagement, and organizational citizenship behavior among Indian service-sector employees. *Global Business and Organizational Excellence*, *39*(4), 45–52.

Thoha, M. (2010). *Kepemimpinan dalam manajemen*. PT. Rajagrafindo Persada.

Titisari, P. (2014). *Peranan organizational citizenship behavior (OCB) dalam meningkatkan kinerja karyawan*. Mitra Wacana Media.

Wirawan, W. (2014). *Kepemimpinan: teori, psikologi, perilaku organisasi, aplikasi dan penelitian*. PT. Rajagrafindo Persada.