

Effects of Transglobal Leadership, Job Satisfaction and Motivation on Employee Performance through Organizational Citizenship Behavior

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Abstract

This research was conducted at CV Tunas Jaya Abadi in Godean, Bantul. This study aims to determine the effect of transglobal leadership, job satisfaction, and motivation on employee performance through organizational citizenship behavior at CV Tunas Jaya Abadi in Godean, Bantul. The data collection method used was a census, namely taking the entire population of employees at CV Tunas Jaya Abadi with a total of 75 respondents, with respon rate by 74.3%. The data analysis technique used is descriptive data analysis technique and quantitatively with path analysis (path analysis). This study shows that transglobal leadership, job satisfaction, and motivation have a positive and significant effect on employee performance both directly and indirectly through organizational citizenship behavior as a mediating variable.

Keywords: *Transglobal Leadership, Job Satisfaction, Motivation, Organizational Citizenship Behavior, and Employee Performance.*

Introduction

Globalization is a global process, which eliminates various boundaries that are owned by each country. The blurring of boundaries between countries allows for increasingly fierce and widespread competition. With globalization, like it or not, human resources are required to have competence and competitive advantage. In facing this demand, an organization or company is also increasingly required to adapt as a whole. Alignment between human resource capabilities in various management lines in overcoming any problems in increasingly challenging jobs is also something that must be done. This alignment covers various aspects, ranging from organizational to individual in nature to achieve optimal performance for the organization. One that influences this performance is leadership, According to the theory of Bass and Avolio (1997), transglobal leadership/leadership has a direct effect that contributes to employee performance.

Besides leadership, there are other aspects that can affect employee performance, among them motivation and job satisfaction. In work, a person has a psychological drive that determines the direction of his behavior in the organization, a different level of effort, and a different level of persistence or resilience in the face of an obstacle or problem. George & Jones (2005) defines work motivation as the enthusiasm for work that exists in employees that allows these employees to work to achieve certain goals.

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In addition, job satisfaction also contributes to improving employee performance. High job satisfaction, of course, will provide a sense of comfort which simultaneously with motivation will form a good work life and in the long term foster high employee performance in the company. Job satisfaction also describes an individual's feelings towards his work. This is in accordance with the definition of Kreitner & Kinicki (2005), that job satisfaction is considered a form of effectiveness or emotional response to various aspects of work. From this definition, it can be concluded that job satisfaction is not a single concept, because everyone has a relatively different view of the aspects of their respective jobs.

With optimal motivation and job satisfaction in employees, then it will appear a new behavior that contributes to performance optimization. This behavior is often referred to as Organizational Citizenship Behavior (OCB). The emergence of OCB is currently also a concern of many organizations as a way to reduce the possibility of employee dissatisfaction, maintain employee retention, and ultimately encourage high individual performance of each employee. Organizational Citizenship Behavior (OCB) is the behavior of independent individuals and is not directly or explicitly recognized by the reward system and in promoting the effective functioning of the organization. (Organ, 1988: in Bolino, Turnley, and Bloodgood, 2002).

Thus, the formulation of the problem in this research is 1) Is there any influence of transglobal leadership on employee performance at CV Tunas Jaya Abadi? 2) Is there any influence of transglobal leadership on employee performance at CV Tunas Jaya Abadi through Organizational Citizenship Behavior? 3) Is there an effect of job satisfaction on employee performance at CV Tunas Jaya Abadi? 4) Is there an effect of job satisfaction on employee performance at CV Tunas Jaya Abadi through Organizational Citizenship Behavior? 5) Is there an influence of motivation on employee performance at CV Tunas Jaya Abadi? 6) Is there a motivational influence on employee performance at CV Tunas Jaya Abadi through Organizational Citizenship Behavior?

The purpose of this research is 1) To determine the effect of transglobal leadership on employee performance at CV Tunas Jaya Abadi. 2) To determine the effect of transglobal leadership on employee performance at CV Tunas Jaya Abadi through Organizational Citizenship Behavior. 3) To determine the effect of job satisfaction on employee performance at CV Tunas Jaya Abadi. 4) To determine the effect of job satisfaction on employee performance at CV Tunas Jaya Abadi through Organizational Citizenship Behavior. 5) To determine the effect of motivation on employee performance at CV Tunas Jaya Abadi. 6) To determine the effect of motivation on employee performance at CV Tunas Jaya Abadi through Organizational Citizenship Behavior.

Literature Review

Transglobal Leadership

The concept of transglobal leadership is taken from the addition to the transformational leadership model. This addition is included in six key primary intelligence principles. The success of implementing transglobal leadership is highly dependent on the characteristics of the leader's intelligence, whether they can implement it six key primary fully in some situations. According to Sharkey (2012) transglobal leadership is the behavior of visionary leaders, adapting to new

environments that are broader, more complex, and consistently providing outcome form of employee performance.

Job Satisfaction

This job satisfaction is abstract, invisible, and can only be found based on the extent to which work results meet one's expectations. Job satisfaction is an emotional state that is pleasant or not with which a person views their work (Handoko (2014). According to Locke and Luthans (2009) job satisfaction is the feeling of workers or employees related to their work, namely feelings of pleasure or not, as a result of individual assessment. Meanwhile, according to Herzberg in Hasibuan (2003) job satisfaction is defined as a positive feeling which is the result of an evaluation of one's character.

Motivation

Motivation according to Flippo in Hasibuan (2011) is a skill in directing employees and organizations to want to work successfully so that the wishes of employees and organizational goals can be achieved at once. In work, a person has a psychological drive that determines the direction of his behavior in the organization, a different level of effort, and a different level of persistence or resilience in the face of an obstacle or problem. Therefore, George & Jones (2005) defines work motivation as the morale that exists in employees that allows these employees to work to achieve certain goals.

Organizational Citizenship Behavior (OCB)

According to Robbins & Judge (2008) defines OCB as a choice behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization. From the above understanding, it can be concluded that simply OCB is individual behavior that comes from his willingness to contribute beyond his core role or duties to the company. This behavior is carried out both consciously and unconsciously, directed or not, to be able to provide benefits and advantages for the company.

Hipotesis

- H1.** Transglobal leadership no effect on Performance.
- H2.** Transglobal leadership positive and significant effect on performance through OCB as a mediating variable.
- H3.** Job satisfaction positive and significant effect on performance.
- H4.** Job satisfaction positive and significant effect on performance through OCB as a mediating variable.
- H5.** Motivation has a positive and significant effect on performance.
- H6.** Motivation positive and significant effect on performance through OCB as a mediating variable.

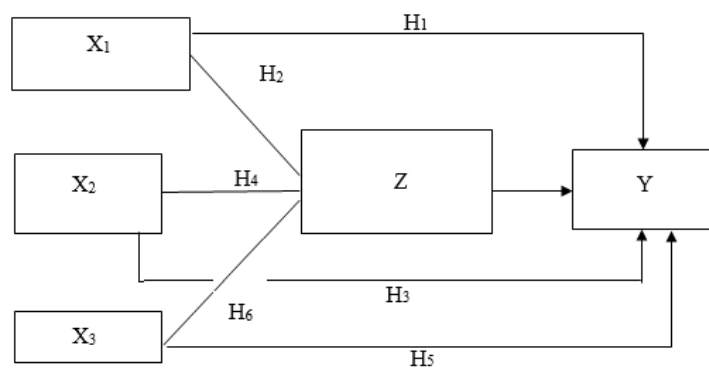


Figure 1 Research Model

Methods

Sampling and Procedures

This research was conducted at CV Tunas Jaya Abadi which is located in Godean, Yogyakarta. The data obtained in this study were taken using interviews and questionnaires distributed to employees who working at CV Tunas Jaya Abadi located in Godean, Yogyakarta totaling 75 employees. Respondents were asked to fill out statements that had been made with a Likert scale of 1 (strongly disagree) to 5 (strongly agree). In this research, the analysis technique used is SPSS 22.

Measures

Transglobal Leadership is measured using a questionnaire developed and distributed to employees and using a Likert scale of 1-5 points with 16 items.

Job Satisfaction is measured using a questionnaire developed and distributed to employees and using a Likert scale of 1-5 points with 11 items.

Motivation is measured using a questionnaire developed and distributed to employees and using a Likert scale of 1-5 points with 12 items.

Organizational Citizenship Behavior is measured using a questionnaire developed and distributed to employees and using a Likert scale of 1-5 points with 5 items.

Employee Performance is measured using a questionnaire developed and distributed to employees and using a Likert scale of 1-5 points with 10 items.

Data Analysis

Data analysis in this study used Path analysis, Sobel test and used the SPSS 22 tool.

Result and Discussion

Result

Based on Table 1, overall the characteristics of employees working CV Tunas Jaya Abadi located in Godean, Yogyakarta are dominated by employees who are woman with 43 employees, then most employees are pursuing their last education, namely

Table 1. Characteristics of Employees

Information	Amount		Percentage
Gender			
Man	9		17,31%
Woman	43		82,69%
Amount	52		100%
Age			
20-30	9		17,31%
>30-40	24		46,15%
>40-50	15		28,85%
>50	4		7,69%
Amount	52		100%
Education			
SD	2		3,85%
SMP	13		25,00%
SMA/SMK	35		67,30%
S1	2		3,85%
Amount	52		100%
Working Time (Years)			
1 - 5	29		55,77%
6 s/d 10	13		25,00%
11 s/d 15	7		13,46%
16 s/d 20	2		3,85%
Amount	52		100%

Source: Processed primary data, 2022

Table 2 . Direct Influence Independent Variable Against Dependent Variable

Dependent Variable	Independent Variable	Path Coefficients	P values	Information
<i>Organizational Citizenship Behavior (FROM)</i>	Transglobal Leadership (X ₁)	0,435	0,000	Significant
	Job Satisfaction (X ₂)	0,366	0,000	Significant
	Motivation (X ₃)	0,352	0,000	Significant
Employee Performance(Y)	Transglobal Leadership (X ₁)	0,211	0,007	Significant
	Job Satisfaction (X ₂)	0,146	0,040	Significant
	Motivation (X ₃)	0,164	0,019	Significant
	<i>Organizational Citizenship Behavior (FROM)</i>	0,600	0,000	Significant

Source: Primary Data, processed in 2019

Senior High School, with as many as 35 employees and the average age of employees has reached between >30-40 years 24 employees. Most employees have spent 1-5 years working at CV Tunas Abadi with a total of 29 employees.

Based on Table 2, the table data results of the analysis; In summary, the direct and indirect effects of each independent variable on the dependent variable can be presented as presented in the Tabel 2. According to the table, it shows that transglobal leadership has a direct influence on Organizational Citizenship Behavior 43.5% and employee performance 21.1%; variable of job satisfaction has a direct effect on

Organizational Citizenship Behavior 36.6% and employee performance 14.6%. For the variable motivation has a direct influence on Organizational Citizenship Behavior by 35.2% and employee performance by 16.4%. As for variables Organizational Citizenship Behavior has an influence of 60% on employee performance.

Latent variables that affect employee performance consist of transglobal leadership (21.1%); job satisfaction (14.6%); motivation (16.4%); and Organizational Citizenship Behavior (60%). This shows that Organizational Citizenship Behavior has the greatest contribution to employee performance.

Testing the mediation hypothesis can be carried out using the procedure developed in Ghazali (2018) which is known as the Sobel test. Whether or not the indirect effect is significant can be tested with the Sobel test as follows:

$$S_{ab} = \sqrt{b^2Sa^2 + a^2Sb^2 + Sa^2Sb^2}$$

Based on the results the t statistical value of the influence of mediation can be calculated by using the following formula:

$$t = \frac{ab}{S_{ab}}$$

When the value then there is a significant mediating effect at the significance level of 0.05. Based on the sobel test above, table 3 is the result of the intervening test calculation.

Based on the results of the direct influence test and the Sobel test, the hypothesis test can be interpreted as follows:

H1 which states that transglobal leadership has no effect on employee performance. In the regression equation with the dependent variable employee performance, the value of the beta coefficient (b1) of 0.211 with tcount= 2.812 with p-value= 0.007. It turns out p-value smaller than the specified significance level, namely 5% (p < 0.05), then the beta coefficient is significant and has a positive direction. When viewed from the results of path analysis, it shows that there is a significant and positive influence of transglobal leadership on employee performance. With this, H1 is rejected.

H2 which state that Transglobal leadership has a positive and significant effect on performance through OCB as a mediating variable. The results of the path analysis calculation of the influence of transglobal leadership (X1) on Employee Performance (Y) mediated by Organizational Citizenship Behavior (Z) denotes the indirect effect and the total effect. This is proven by the calculations in Table 4.

Table 3. Calculation of Intervening Test

Influence Between Variables	A	on	B	Sb	ab	Side	t_{count}	t_{table}	Information
X ₁ -> FROM -> Y	0,435	0,117	0,600	0,084	0,261	0,006	3,273	1,676	Significant
X ₂ -> FROM -> Y	0,366	0,097	0,600	0,084	0,219	0,004	3,311	1,676	Significant
X ₃ -> FROM -> Y	0,352	0,102	0,600	0,084	0,211	0,005	3,083	1,676	Significant

Table 4. *Direct Effect, Indirect Effect and Total Effect Transglobal Leadership on Employee Performance is mediated Organizational Citizenship Behavior*

Direct Effect	
(P ₁)	= 0.211
Indirect Effect	
X ₁ -> FROM -> Y	
(P ₂ x P ₇) = 0,435 x 0,600	= 0.261
Total Effect	
(Direct Effect + Indirect Effect = 0,211 + 0,261	= 0.472

Source: Primary data, processed in 2019

Table 5. *Direct Effect, Indirect Effect and Total Effect Job Satisfaction on Employee Performance is mediated Organizational Citizenship Behavior*

Direct Effect	
X ₂ -> Y	
(P ₃)	= 0,146
Indirect Effect	
X ₂ -> FROM -> Y	
(P ₄ x P ₇) = 0,366 x 0,600	= 0,2196
Total Effect	
(Direct Effect + Indirect Effect = 0,146 + 0,2196	= 0,3656

Source: Primary data, processed in 2019

Based on table 4 it can be seen that transglobal leadership has an indirect influence (indirect effect) on employee performance through organizational citizenship behavior of 0.261. The direct effect is 0.211 so that the total effect is 0.472. So, the indirect effect of transglobal leadership variables on employee performance through organizational citizenship behavior proven. Because the results of t count the indirect effect is greater when the influence is direct or without mediation. The results of the Sobel test carried out yielded tcount = 3,273 and ttable= 1.676 which means it is proven that tcount > ttable; then ab is significant. With this, H2 is supported.

H3 which state that Job satisfaction positive and significant effect on Employee Performance. In the regression equation with the dependent variable employee performance, the value of the beta coefficient (b1) of 0.146 with tcount= 2.115 with p-value= 0.040. It turns out p-value smaller than the specified significance level, namely 5% (p < 0.05), then the beta coefficient is significant and has a positive direction. With this, H3 is supported.

H4 which state that Job satisfaction has a positive and significant effect on performance through OCB as a mediating variable. The results of the calculation of the path analysis of the influence of job satisfaction (X2) on Employee Performance (Y) mediated by Organizational Citizenship Behavior (Z) denotes the indirect effect and the total effect. This is proven by the calculations showed in Table 5.

Table 6. *Direct Effect, Indirect Effect and Total Effect Motivation on Employee Performance is mediated Organizational Citizenship Behavior*

Direct Effect	
$X_3 \rightarrow Y$	
(P_5)	= 0,164
Indirect Effect	
$X_3 \rightarrow FROM \rightarrow Y$	
$(P_6 \times P_7) = 0,352 \times 0,600$	= 0,2112
Total Effect	
$(\text{Direct Effect} + \text{Indirect Effect} = 0,164 + 0,2112 = 0,3752)$	

Source: Primary data, processed in 2019

Based on Table 5 it can be seen that job satisfaction has an indirect effect (indirect effect) on employee performance through organizational citizenship behavior of 0.2196. The direct effect is 0.146 so that the total effect is 0.3656. So, the indirect effect of job satisfaction variables on employee performance is through organizational citizenship behavior proven. Because the results of t count the indirect effect is greater when the influence is direct or without mediation. The results of the Sobel test carried out yielded t count = 3,311 and ttable= 1.676 which means it is proven that t count > t table; then ab is significant. With this, H4 is supported.

H5 which state that Motivation has a positive and significant effect on Employee Performance. In the regression equation with the dependent variable employee performance, the value of the beta coefficient (b1) of 0.164 with tcount= 2.439 with p-value= 0.019. It turns out p-value smaller than the specified significance level, namely 5% ($p < 0.05$), then the beta coefficient is significant and has a positive direction. With this, H5 is supported.

H6 which state that Motivation has a positive and significant effect on performance through OCB as a mediating variable. The results of the calculation of the path analysis of the influence of motivation (X3) on Employee Performance (Y) mediated by Organizational Citizenship Behavior (Z) denotes the indirect effect and the total effect. This is proven by the calculations showed in Table 6.

Based on Table 6 it can be seen that motivation has an indirect influence (indirect effect) on employee performance through organizational citizenship behavior of 0.2112. The direct effect is 0.164 so that the total effect is 0.3752. So, the indirect effect of transglobal leadership variables on employee performance through organizational citizenship behavior proven. Because the results of t count the indirect effect is greater when the influence is direct or without mediation. The results of the Sobel test carried out yielded t count = 3,083 and t table= 1.676 which means it is proven that t count > t table; then ab is significant. With this, H6 is supported.

Discussion

The Influence of Transglobal Leadership on Employee Performance.

The results of the study show that transglobal leadership has a positive and significant effect on employee performance at CV Tunas Jaya Abadi based on the path analysis test, so that H1 is rejected. This is indicated by the average score of the items

in the range of 3.41 – 4.20. This means that if the application of transglobal leadership in the company is carried out more thoroughly, then the performance of employees at CV Tunas Jaya Abadi will increase.

The results of this study are different from previous studies which state that transglobal leadership has no effect on employee performance (Hermawati, 2016). This difference can be caused by the use of research objects that are different from previous studies. In previous studies, the object used was cooperatives with high achievements that did not yet have market expansion overseas, while in this study the object used was manufacturing companies that had started to pioneer their market expansion overseas.

The Influence of Transglobal Leadership on Employee Performance Through Organizational Citizenship Behavior

Based on the results of the linear regression of the transglobal leadership variable on employee performance, it was found that there was an indirect effect of 0.261. This indirect effect comes from the presence of variables organizational citizenship behavior. This statement is shown by a comparison of the direct effect and the indirect effect which shows that the indirect effect is higher ($0.211 > 0.261$). so that, H2 is supported. This statement is reinforced by the results of the Sobel test which was carried out to produce $t_{count} > t_{table}$ ($3.273 > 1.676$); then ab is significant and means that organizational citizenship behavior can mediate the effect of transglobal leadership on employee performance.

The results of this study are in accordance with the results of research conducted by Hermawati,one. to (2016), that organizational citizenship behavior mediate the influence of transglobal leadership on the performance of high achieving cooperative employees in East Java.

The Effect of Job Satisfaction on Employee Performance

The results showed that job satisfaction has a positive and significant effect on employee performance at CV Tunas Jaya Abadi. So that, H3 is supported. That is, if an employee's job satisfaction increases, then his performance will also increase. This statement is reinforced by the results of path analysis with a coefficient of 0.146 and p -values = 0.040 at a significance level of 0.05. P -values whose value is lower than the significance level indicates that job satisfaction has a significant effect on employee performance. This is in line with previous research conducted by Juniantara (2015), Barlian (2016), and Putrana (2016).

The Effect of Job Satisfaction on Employee Performance Through Organizational Citizenship Behavior

Based on the results of linear regression of the variable job satisfaction on employee performance, it was found that there was an indirect effect of 0.2196. This indirect effect comes from the presence of variables organizational citizenship behavior. So that, H4 is supported. This statement is demonstrated by a comparison of the direct effect and the indirect effect which shows that the indirect effect is higher ($0.146 > 0.2196$). This statement is reinforced by the results of the Sobel test which was carried out to produce $t_{count} > t_{table}$ ($3.311 > 1.676$); then ab is significant and means that organizational citizenship behavior can mediate the effect of transglobal leadership on employee performance.

The results of this study are in line with previous research conducted by Barlian (2016) and Putrana (2016) regarding the effect of job satisfaction in improving employee performance through organizational citizenship behavior. Higher job satisfaction for each individual can trigger a sense of ownership of the company. Inner values organizational citizenship behavior which is formed from the presence of job satisfaction, will eventually lead to an increasingly optimal employee performance as well.

The Effect of Motivation on Employee Performance

The results showed that motivation had a positive and significant effect on employee performance at CV Tunas Jaya Abadi. So that, H5 is supported. That is, the higher the motivation that employees have in carrying out their work, the employee's performance will also increase. The results of this study are in line with previous research conducted by Juniantara (2015).

The highest score obtained by the indicator of the need for power is represented by the item statement regarding competition at work. This shows that employees at CV Tunas Jaya Abadi perceive that challenges at work will trigger them to grow high work motivation.

The Effect of Motivation on Employee Performance Through Organizational Citizenship Behavior

Based on the results of linear regression of the variable motivation on employee performance, it was found that there was an indirect effect of 0.2112. This indirect effect comes from the presence of variables organizational citizenship behavior. So that, H6 is supported. This statement is demonstrated by a comparison of the direct effect and the indirect effect which shows that the indirect effect is higher ($0.164 > 0.2112$). This statement is reinforced by the results of the Sobel test which was carried out to produce $t \text{ count} = 3,083$ and $t \text{ table} = 1.676$ which means it is proven that $t \text{ count} > t \text{ table}$; then ab is significant and means that organizational citizenship behavior can mediate the effect of transglobal leadership on employee performance.

The results of this study are in line with previous research conducted by Barlian (2016). Someone who has inner motivation will push the energy within him to carry out an activity. In line with the high motivation and attitude organizational citizenship behavior, then it will support the high performance of employees in the company.

Conclusion

Based on the results of research data analysis, hypothesis testing and discussion, several conclusions can be drawn as follows:

1. Transglobal leadership has a positive and significant effect on employee performance.
2. Transglobal leadership has a positive and significant effect on employee performance through organizational citizenship behavior as a mediating variable.
3. Job satisfaction has a positive and significant effect on employee performance.
4. Job satisfaction has a positive and significant effect on employee performance through organizational citizenship behavior as a mediating variable.
5. Motivation has a positive and significant effect on employee performance.

6. Motivation has a positive and significant effect on employee performance through organizational citizenship behavior as a mediating variable.

Suggestion

Based on the results of the discussion and conclusions, the writer can provide the following suggestions:

1. For further researchers

For future researchers, it is hoped that they can develop their research by using different variables or adding dependent and independent variables to their research.

2. For company owners

- a. Based on the results of this study it is known that transglobal leadership has a positive effect on attitudes organizational citizenship behavior which will then affect employee performance. Statistically, the indicators that need to be improved are regarding emotional intelligence, indicated by the lowest score obtained by the indicator. One way to improve emotional intelligence from the leadership of the company is to hold frequent sessions sharing and caring between employees and leaders, in order to build empathy for each other so that they can improve emotional intelligence continuously.
- b. Based on the results of this study it is known that job satisfaction has a positive effect on attitudes organizational citizenship behavior which will then affect employee performance. Thus, it is necessary for companies to pay attention to the job satisfaction of their employees in order to be able to improve attitudes organizational citizenship behavior which will then improve employee performance.
- c. Based on the results of this study it is known that motivation has a positive effect on attitude organizational citizenship behavior which will then affect employee performance. Thus, it is necessary for companies to pay attention to various aspects that support the motivation of their employees at work in order to be able to improve attitudes organizational citizenship behavior which will then improve employee performance.

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