

# Transformational Leadership and Employee Engagement as a Determinant of Organizational Citizenship Behavior: Case Study on Youth Non-profit Organization

Nurina Putri Handayani

**Abstract**—The aim of this research is to know the influence of transformational leadership and employee engagement towards citizenship behavior. The paper used sample of youth non-profit organization and the method of analysis was regression. The finding research shows there are positive influence among transformational leadership towards employee engagement, employee engagement towards organizational citizenship behavior (OCB), and transformational leadership towards organizational citizenship behavior (OCB). This study suggests that transformational leadership may be beneficial for nonprofit leaders who want to improve employee engagement in their organizations. Engagement should be positively connected to OCB because employees who are engaged in their job should not only do their formal role requirements, but should also do extra effort to perform other activities outside their main job. Transformational leadership is the creator of change in a particular state by attracting the values of followers and their feelings for a higher purpose. A transformational leader can drive his followers to work beyond the standard. Based on this research, even if someone is not compensated by money in non-profit organization, but with experiences and values, they can still be engaged with the organization and can do their tasks beyond the limit. It happens with the support from a transformational leader.

**Index Terms**—Transformational leadership, employee engagement, organizational citizenship behavior, non-profit organization

## I. INTRODUCTION

Transformational leadership is the character of leaders that can make employee work harder and able to work beyond their limit, in order to make changes and achieve goals. [1] claimed that transformational leadership which server to change the status quo by appealing to followers' value and their sense of higher purpose. Transformational leadership is a creator of changes in the certain conditions by extracting the followers' value and their feeling to achieve the higher goal. Transformational leadership interprets problems into the existing system and it has a vision that forces the achievement of organization.

The importance of member's involvement to give their contribution for the organization has good impacts on the organization ability to achieve the goal. The involvement and compassion of members to their duty or more common as employee engagement obviously it produces engage employee whose member has full involvement in

organization activity and has enthusiasm through their duty or jobs. Employee engagement demonstrates how far the member commitment both emotional and intellectual towards job achievement, mission and vision in the organization. Along with the statement from Scarlett Survei cited from [2] who stated that employee engagement as an individual's degree of positive or negative emotional attachment to their organization, their job, their colleague.

To reach the purpose of organization, member in the organization must have behavior that supported in giving contribution to the organization, one of the supports is the action that out of the role in the organization environment. The behavior is needed to reach the purpose of organization and it calls organizational citizenship behavior (OCB). [3] defined that organizational citizenship behavior (OCB) is discretionary behavior that is not part of an employee's formal job requirements, but that nevertheless promotes the effective functioning of the organization.

The understanding and also applying effectively about transformational leadership that happens in one of organization non-profit in Indonesia, it hopes that can influence employee engagement and will give implication on organizational citizenship behavior (OCB). It is supported by the previous research that was done by [4] where transformational leadership in non-profit organization has positive impact through employee engagement. Another research that is done by [5] they found that employee engagement is also has positive impact towards organizational citizenship behavior (OCB). Where the higher employee engagement the higher level of organizational citizenship behavior (OCB) inside.

## II. LITERATURE REVIEW

### A. Transformational Leadership

Transformational leaders act as role models and exhibit moral discipline leading to a positive ethical impact on an organization [6]. They magnified the potentials of their followers by utilizing the four components of transformational leadership namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration [7]. The main behavior in transformational leadership style consists of the display of admired influence behavior. As a role model, leaders prioritize to form loyalty and devotion of their followers, while paying less attention to their own self-interests [8]. In employee engagement, transformational leadership is closely related to individualized consideration. The individualized consideration behavior takes care and focuses

on their followers by determining and acknowledging to followers' request, taking account on individual differences and followers' needs for achievement and growth [9]-[10]. Leaders will be more likely to acquire positive leader-follower relationships, which will be useful to increase the sense of belonging to the organization, if they are able to exhibit a sincere consideration and care for each follower (11). Furthermore, one of the factors supporting the formation of a supportive organizational climate is the presence of intellectually stimulating [9] which can assist the development of employees' feelings of work engagement. According to these arguments, this study proposes a following hypothesis:

H1: Transformational leadership is positively influenced by employee engagement

### B. Employee Engagement

Employee engagement is a positive attitude held by the employee towards the organization and its value. Engagement focuses on work performed at a job and represents the willingness to dedicate physical, cognitive, and emotional resources to this work [12]. As [13], an engaged individual is one who approaches the task associated with a job with a sense of self-investment, energy, and passion, which should translate into higher levels of in-role and extra-role performance. It is the condition where individuals are emotionally and intellectually committed to the organization, indicated by three main behaviors: say, stay, and strive [14].

Employee engagement is regarded as a potential predictor in several OCB studies [15]. This can be explained by social exchange theory and the principle of reciprocity. Employees may percolate OCB because it includes an emotional component [16]. This possibility is in line with models asserting that extra role behavior is the direct consequence of employee emotion [17]. The social exchange and the emotion-based explanations may be connected with each other, because the needs to retaliate and gain positive emotion are both the result of assenting remedy from one's organization [18]. Individual who possess a high degree of employee engagement would have a higher possibility to engage in constructive and responsible behavior at work (i.e. OCB) [12]. Based on these arguments, a following hypothesis is proposed:

H2: Employee engagement is positively influenced by organizational citizenship behavior (OCB)

### C. Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) as individual behavior that is non-mandatory, not directly acknowledged by the formal reward system, and cumulatively promotes the effective functioning of the organization [19]. Organizational citizenship behavior (OCB) as a contribution to an individual in works, outstrip the excations of and appreciation for the success of work that was promised [20]. As an exchange, transformational leaders regard the individual needs of their subordinates and encourage them to prioritize group interest over personal interest which makes the subordinates involve in a process of social exchanges with their leaders [21]. This will lead them to make efforts for the organization [22]. Hence, they start to engage with the organizational targets and share a unified

identity that promotes the production of behaviors focused on promoting the common good, for example: handle challenges for the sake of the common good, engaging in functions that are not directly linked with the tasks and helping colleagues [23].

Therefore, based on these considerations, the following hypothesis was formulated:

H3: Transformational leadership is positively influenced by organizational citizenship behavior (OCB)

### D. Research Framework

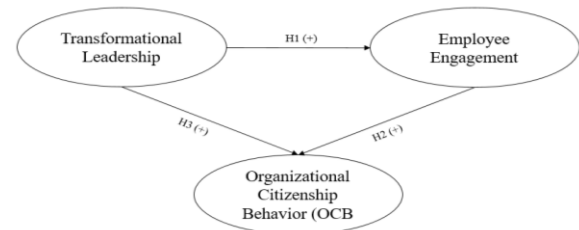


Fig. 1. Research framework.

Based on the research hypothesis construction previously, it can be concluded that there are 3 variables that will be measured in this research are: leadership, transformational, employee engagement, and organizational citizenship behavior (OCB). Thus, this research model is proposed:

## III. METHOD

### A. Research Design and Sample

This research uses descriptive research design to investigate the relation between independent and dependent variables. Youth non-profit organization is chosen as object in this research. Among 887 staffs who involves in the organization, according to Slovin cited in [24] used precision level of 10%, so the minimal sample in this research are 90 respondents. Then, at about 120 questionnaires spread to some of staff who stays in Indonesia, such as: Jakarta, Bandung. Yogyakarta, Bali, Lampung, and Makasar. Unfortunately, it is only 108 questionnaires which are given back to the researcher. From 108 responses obtained, 13 found unusable due to incomplete questionnaire or non-responses items.

### B. Measurement

The measurement of transformational leadership was developed by [7] became the basic measurement in this research. The theory chooses because appropriate with the research object are non-profit organization, where the characteristic of the leader is assumed has the same with transformational leadership characteristic by [7]. This research demonstrates 8 questions for respondents to transformational leadership variable by using Likert scale, ranging from strongly disagree to strongly agree. [7] divided transformational leadership become four parts such as idealized influence, inspirational motivation, intellectual stimulation, and individual consideration.

The measurement to measure the *employee engagement* in this research uses measurement by [25]. This theory is chosen because deeply enough to represent the *employee*

engagement in non-profit organization, when the intensive and compensation is not become the standard to be investigated. This research shows 5 questions to the respondent for employee variable engagement by using Likert scale, ranging from strongly disagrees to strongly agree. The measurement in the theory that is popular by [25] divided into three parts, such as: (*stay*), (*say*), and (*strive*).

The measurement of *organizational citizenship behavior* (OCB) uses measurement that is represented by [9]. This theory is chosen because the measurement inside represents what will be researched, for the illustration the researcher want to know the member organization behavior when they stayed in organizational environment, how is the relationship among member in the organization, and collaboration among member inside the organization. This research submits 7 questions to the respondent to organizational citizenship behavior variable by using Likert scale, ranging from strongly disagree to strongly agree. The measurement theory are altruism, polite behavior, sportively, civil wisdom, guard, peace, and motivator.

C. Data Analysis

The responses collected from the respondents were then analyzed for their validity and reliability using SPSS. The validity were tested using factor analysis, meanwhile the reliability were assessed using Cronbach’s alpha. This study then conducted descriptive analysis where respondents are categorizing according to their gender, age, location, and length of work. This study also conducted regression analysis to examine the causal relationship between independent and dependent variables. T-Test analysis was then employed to check the effect of transformational leadership, employee engagement on organizational citizenship behavior (OCB).

IV. RESULT AND DISCUSSION

A. Respondents’ Profile

Table I describes the majority respondent profile between 20-21 years old. Meanwhile, the majority of them have been being part of non-profit organization XYZ for 13 – 18 months.

TABLE I: DESCRIPTIVE STATISTICS

		Percentage
Gender	Male	42,1%
	Female	57,9%
Age	<18 year	0%
	19 – 20 year	27,4%
	20 – 21 year	54,7%
	22 – 23 year	17,9%
	>24 year	0%
Location	Jakarta	25,2%
	Bandung	22,1%
	Yogyakarta	18,9%
	Lampung	11,6%
	Bali	12,6%
	Makassar	9,5%
Length of work	<6 month	0%
	6 – 12 month	0%
	13 – 18 month	71,6%
	19 – 24 month	28,4%
	>24 month	0%

B. Reliability and Validity

In this research, the validity from every measurement is

tested by using analysis factor. There are three criteria to measure the validity in analysis factor. Firstly, a measurement can be valid if the score Kaiser Maiyer Olkin’s (KMO) > 0.5 (Kaiser, 1974), both of signification result > 0.0, the third result factor are loading > 0.5. Meanwhile, for reliability in this research uses cronbach’s alpha as a criteria. A variable can be said reliable if the cronbach’s alpha score amounted  $\geq 0.6$  [27]. It can be seen on table 2 if all validity and reliability criteria have been fulfilled. It can be claimed that all indicators and variables have been valid and reliable.

TABLE II: RESULT OF VALIDITY AND RELIABILITY ANALYSIS

Variable	Item	Factor Loading	KMO	Sig.	Cronbach’s Alpha
Transformational Leadership	TL1	0.739	0.873	0.000	0.870
	TL2	0.573			
	TL3	0.780			
	TL4	0.778			
	TL5	0.783			
	TL6	0.736			
	TL7	0.606			
	TL8	0.792			
Employee Engagement	EE1	0.818	0.734	0.000	0.796
	EE2	0.801			
	EE3	0.804			
	EE4	0.577			
	EE5	0.745			
Organizational Citizenship Behavior	OCB1	0.761	0.814	0.000	0.884
	OCB2	0.699			
	OCB3	0.675			
	OCB4	0.714			
	OCB5	0.846			
	OCB6	0.737			
	OCB7	0.797			

C. T-Test

According to [28] *t*-test usually describes how far a clear variable individually in order to present variation of independent variable. The variation for taking decision on *t*-score is having significant less than 0.05. However, by comparing *t* result with critical point based on table. If the result of *t* score > *t* table, so the hypothesis accepted stated that an independent variable individually influences dependent variable. The result of significant measurement of individual parameter (*t* score measurement) by using SPSS as follows:

TABLE III: SUMMARY OF REGRESSION ANALYSIS

		Beta	T-values	Significance	Adjusted R2	Significance
H1	Transformational Leadership	1.127	2.640	0.010	0.310	0.000
	Employee Engagement	0.682	6.577	0.000		
H2	Employee Engagement	0.979	0.237	0.000	0.648	0.000
	Organizational Citizenship Behavior	0.770	13.205	0.000		
H3	Transformational Leadership	1.722	4.007	0.000	0.213	0.000
	Organizational Citizenship Behavior	0.544	5.146	0.000		

D. Regression Analysis

Simple regression analysis is done to measure the hypothesis used in this research. The regression analysis summary illustrates on Table V.

At the first of hypothesis measurement is found that *t*-values amounted 6.577 while *t*-table (one-tailed) is 1.660. The significant level 0.00 and adjusted R<sup>2</sup> 0.310, so it can be concluded that the first hypothesis is able to be accepted, transformational variable leadership gives positive impacts through employee engagement. And transformational leadership can be described by employee engagement approximately 31%.

At the second hypothesis measurement, it is found that the result of *t*-values is 13.205 while *t*-table (one-tailed) is

1.660. The significant level 0.00 and adjusted  $R^2$  0.648, so it can be concluded that second hypothesis is able to be accepted, employee engagement variable brings positive influence towards organizational citizenship behavior (OCB). And employee engagement can be described by organizational citizenship behavior (OCB) approximately 64.8%.

The third hypothesis measurement, it is found that  $t$ -value amounted 5,146 while  $t$ -table (one-tailed) is 1.660. The significance level 0.00 and adjusted  $R^2$  0.213, so it can be concluded that the third hypothesis can be accepted, transformational leadership variables brings positive influences towards organizational citizenship behavior (OCB). And the transformational leadership can be described by organizational citizenship behavior (OCB) approximately 21.3%.

## V. FINDINGS AND DISCUSSION

### A. Findings

This study suggests that transformational leadership style may be beneficial for nonprofit leaders who want to improve employee engagement in their organizations. The strong positive correlation between transformational leadership and engagement signals the importance of hiring leaders who employ the transformational leadership style and training current employees to lead with the transformational leadership style [4]. The research is relevant to this research and due to the counting result can be concluded that there are correlation influence between transformational leadership with employee engagement. The organization member who feels getting involvement will have strong emotion with the organization who employ them, where it produces higher retention level, low absence, and high productivity level. Those results are related to the achievement output and organization goals. [29] asserted it is important to utilize transformational leadership in the nonprofit sector since transformational leaders are essential in organizational development and societal progress

Engagement should be positively connected to OCB because employees who are engaged in their job should not only do their formal role requirements, but should also do extra effort to perform other activities outside their main job. Employee who is engaged and passionate about their job would be more committed to the organization. Employee engagement is the extent to which people enjoy and believe in what they do, and feel valued by doing it [12]. It is in accordance with this research that employee engagement affects organizational citizenship behavior (OCB). In addition, [30] supports the statement by providing that there is a positive relationship between employee engagement and organizational citizenship behavior (OCB). While organizational citizenship behavior (OCB) involves voluntary and informal behavior who can help colleagues and organizations, the focus of involvement is the formal performance of a person and not just extra role as well as voluntary behavior.

Based on data tabulation in this research, the result obtained that transformational leadership has a positive effect on organizational citizenship behavior (OCB).

Transformational leadership is the creator of change in a particular state by attracting the values of followers and their feelings for a higher purpose. A transformational leader can drive his followers to work beyond the limit. This is in alignment with the research from [31] about manufacturers, mining and construction companies. This research results proved that transformational leadership style has a positive correlation to the OCB of subordinates. Furthermore, [32] asserted that transformational leadership style has a strong influence on the employee's willingness to engage in OCB.

### B. Discussion

Indicator individual consideration becomes an indicator that gives lowest contribution to transformational leadership variables. Individual consideration can be enhanced with the leader's way in non-profit organization XYZ who give more time in paying attention to coworkers, which is not only just work-related but also things outside the organization. In addition, leaders can act as mentors to their subordinates, provide support and empathy when their subordinates' gives tasks related to the organization, and always do communication and gives challenge to their subordinates. Leader is an architect and role model for the organization, they who creates norms and values based on the organization. The leader in di non-profit organization XYZ should create a trust to all members and gives opportunities in conveying their aspirations and self-development, so it will increase the involvement of all individuals in the organization. There is significant difference between transformational leadership and employee engagement in profit and non-profit organization. The credence on a voluntary workforce by nonprofits may significantly influence the ways transformational leaders motivate and evolve their followers. Systematic attention to the experiences and motivations of followers may positively influence the result of the business [34].

Indicator strive tries to become indicator that gives lowest contribution through employee engagement variable. Indicator strive can be improved by providing opportunity to all members for developing their selves, if the organization gives opportunity for their member to develop member's ability, so they will use skill or competency of their self for the organization. Member empowerment in the organization needs to realize, if the leader can create a challenge and trust each other in working environment, where organization member become encourages to gives suggestions and innovations for the next future organization, it can improve the member's engagement to the organization. Meanwhile, giving opportunity and fair treatment to all members need to be done, it can increase engagement staff if the leader provides the same opportunity to grow and develop in the future for all members in the organization. However, the effort for developing employee engagement needs to be done with fixing managerial and operational system. Such as communication system fixing among chapters which spreads in some of areas and also fixing bureaucracy system that becomes obstacle in youth organization. Engagement should be positively connected to OCB because employees who are engaged in their job should not only do their formal role requirements, but should also do extra effort to perform other activities outside their main job. Employee who is

engaged and passionate about their job would be more committed to the organization. Employee engagement is the extent to which people enjoy and believe in what they do, and feel valued by doing it [12].

Indicator sportsmanship gives lowest contribution towards the variable of organizational citizenship behavior (OCB). Sportsmanship can be increased with developing positive behavior of the member to the organization. It can be realized by giving the appreciation or reward to the member who has achievement and high loyalty, the appreciation and reward is given equitable based on transparent measurement. By giving appreciation to the member, it hopes will increase positive behavior towards organization that will affect on developing quality of organizational citizenship behavior (OCB). Beside that, the effort to increase OCB can be done by gathering among members sustainably so it hopes can improve better relationship and increase the corporation that can make good condition and convenient in working environment so increasing sense of belonging through the organization. It is also can minimize the conflict among coworkers. Creating a working climate based on "teamwork" so each members can reinforce and cover the weakness to another team members. Transformational leaders play an essential role in the formation of a conducive environment [34], which explains the fact that this leadership style incorporated a positive antecedent of behaviors of cooperation with colleagues. In summary, the transformational leaders acquire their subordinates' trust and admiration [35]. Based on this relationship of trust, they are able to escalate the level of identification and commitment of their subordinates to their own objectives as leaders and to the organizational objectives [36]. By these processes, that the transformational leader are able to conduct the organizational citizenship behaviors, which in turn helping them to shape more engaged and altruistic subordinates who are more willing to devote to their organizations, through actions that go way above their duties [37].

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**Nurina Putri Handayani** was born in Tangerang, Indonesia on December 25, 1990. In 2013, she graduated the bachelor of economics majoring in management from Universitas Padjadjaran where located in West Java, Indonesia. Then she advanced her master's degree in management at the same university and graduated in early 2015.

Before she graduated master's degree, she joined one of the consulting firm in Indonesia as a Business Analyst and worked for a year there. Then, in the past

two years until now, she became a full-time LECTURER at Universitas Multimedia Nusantara located in Banten, Indonesia.

The author is currently incorporated with the Forum Manajemen Indonesia (FMI) which is an organization that accommodates the association of lecturers of management in Indonesia. Previous research ever conducted by the author is The Influence of Recruitment Source and Job Seeker's Perception on Job Seeker's Intention to Pursue the Job, the paper was published in Jurnal Ultima Manajemen Universitas Multimedia Nusantara in 2016.