

FACTORS THAT INFLUENCE ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND EMPLOYEES PERFORMANCE WITH LOCAL CULTURE MODERATION "PELA GANDONG"

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Abstract - This study aims to analyze the factors that influence OCB and employee's performance with moderation of local heritage *pela gandong* culture. The population is the employees of the banking industry in Ambon City, Maluku province, Indonesia with amount of sample which are 187. To analyze the data, the researcher using structural equation model with the help of lisrel software. The results showed that: 1) personality had positive and significant effect on OCB, 2) transformational leadership had negative and significant effect on OCB, 3) organizational justice had positive and significant effect on OCB, 4) personality had no significant effect on employee performance, 5) transformational leadership has positive and significant impact on employee performance, 6) organizational fairness has no significant effect on employee performance, 7) OCB has positive and significant effect on employee performance, 8) There is indirect positive influence between personality and employee performance through OCB, 9) There are indirect negative effects between transformational leadership and employee performance through OCB, 10) There is an indirect positive influence between organizational fairness and employee performance through OCB, 11) local culture of *pela gandong* strengthens personality relationship with OCB, 12) local culture *pela gandong* does not affect transformational leadership relationships with OCB, 13) local culture *pela gandong* weakens the relationship of organizational justice with OCB.

Index Terms— Personality, Transformational Leadership, Organizational Justice, OCB, Performance, Local Culture *Pela Gandong*

I. BACKGROUND

Successful organizations need employees who will do more than just their regular tasks, which will deliver performance exceeds expectations. In today's dynamic world of work, where tasks are increasingly being worked out in teams and flexibility is critical, organizations need employees who will demonstrate "good citizenship" behavior (Robbins and Judge, 2014a). Employees' efforts to go beyond the formal and extra-role are the foundation for the concept of Organizational Citizenship Behavior (OCB).

The concept of OCB was first introduced by Organ in 1977 (Moon et al 2004) and discussed in the organizational research literature in the early 1980s by Bateman and Organ, 1983; *Smith et al.*, 1983; In (Podsakoff et al. 2000, Organ 1997) based on Chester Barnard's 1938 concept of "willingness to cooperate". According to Organ, OCB is a free individual behavior, not directly or explicitly recognized in the reward system and in promoting the effective functioning of the organization. Or in other words, OCB is an employee behavior that exceeds the required role, which is not directly or explicitly acknowledged by the formal *reward* system. Free in the sense that the behavior is not a requirement to be performed in a particular role or job description, or behavior that is a personal choice (Podsakoff et al. 2000, Organ 1997).

OCB's position as a form of extra-role behavior has attracted term attention and debate among organizations, researchers, and academics. Research on the field still leaves some crucial issues that require more intensive and thorough

handling. The main problem that arises is that research in this field only focuses on substantive validity, rather than construct validity (Schwab, in Podsakoff et al. 2000). Empirical studies in this area emphasize OCB relations and influence on other constructs, rather than conceptualizing and defining the constructs of OCB itself. Podsakoff et al. (2000) in his conclusion of the theoretical issues reveals that the weakness of this conceptualization shown when employees and managers difficult in recognizing OCB. Morrison (in Podsakoff et al, 2000) confirms this by stating that respondents still have difficulty answering questions about work done as expected or exceeding expectations.

Studies about OCB using organizational approach have tendency to only positive aspects especially that OCB is able to improve performance. The reality is OCB also has a negative impact (Van Dyne et al., 1994; Andrew and Cazaes, 2007). Bolino et al (2004), in his study states that OCB has no relation or even negatively related to organizational functions and has a negative impact on employees. OCB antecedence and consequential alternatives that Bolino posed include; making other employees look bad, OCB can take over in-role behavior, OCB indicates weak staff management, poor performance appraisal, or conflict between employees. In line with that Andrew and Cazaes (2007) also argued that OCB can cause inefficiency within an organization. Always helping or advising other employees, for example, can lead to a culture of dependency. Employees who are always assisted may not learn to deal with future problems.

This research is intended to fulfill those efforts by trying to prove that OCB is able to improve employee's performance by comparing the direct influence of some variables and OCB on the performance and indirect effect of those variables on performance after OCB is used as intervening variable.

Podsakoff et al (2000) recorded more than 150 articles published in scientific journals over a period of fifteen years from 1983 to 1998. In his critical review of the development of OCB research, Podsakoff has identified OCB dimensions, antecedents and consequences. In addition, five areas of research development in the future are also becoming the main focus which are; conceptual or theory issues, antecedents, conscience at the individual and organizational level, OCB in a multicultural context, and methodology (Podsakoff et al 2000).

This study is also motivated to address the challenges of Podsakoff et al, (2000) for future research development areas in the field of organizational behavior, especially about the antecedents and conscience of OCB at the individual level by explore the personality, transformational leadership and organizational justice variables as variables that can influencing individual performance as a consequence of OCB as well as incorporating local cultural variables as part of a multi-cultural context review of OCB.

Culture becomes one of interesting things to be explored further in this study. Tsui, et al., (2007) in his meta-analysis of the development of organizational behavioral research with national culture as the main variable reveals a number of paradigm development and research methods used, but it also becomes a gap because it occurs mainly in North America and Europe, whereas The 21st century should be a century of international management research. The unique challenge of organizational behavioral research in a cross-national context is to ensure the validity of cultural concept constructs, incorporate other national differentiators to improve the internal validity of the findings, and strengthen the research design by leveraging inter-country collaboration so as to enhance external validity. Tsui, et al (2007) then recommends that more research with the characteristics of other countries with cultures different from preference based on existing models (which are mostly US models) and analyzed with other countries that may be different from Americans in the same phenomenon. North America and Europe dominate the global management literature so that Tsui, et al., (2007) encourages more specific research, especially from countries in Asia, South America and other developing countries to fill gaps in global management knowledge.

In the context of local culture, the people of Maluku - Indonesia, especially in Central Maluku have a tradition named "*pela gandong*" which is also strong enough to influence the behavior of the people. *Pela* as a Maluku social tradition can show how the ancestors of Maluku society regardless or without considering the differences that exist between them both in the form of cultural differences, social as well as religious and religion differences (Uneputti, 1996). "*Pela gandong*" (Lokollo et al, 1997) is a unity between one village on Ambon Island with one or more other village on Ambon Island, Lease and Seram Island, which the united is based on a true relationship to the content and conduct of the unity arranged in the agreement Both oral and written, in which the parties pledge to submit to the agreement as a legal basis for its implementation from time to time.

This study seeks to provide evidence that the local culture of *pela gandong* as part of the culture influences the behavior of organizers because it involves spontaneous assumptions about how to think, act, and feel. The fact is *pela gandong* not always bring positive impact. It is often found that people who have *pela gandong* also support each other even in the wrong thing. When an employee has a *pela gandong* relationship with colleagues or leaders, employees are still defending or supporting colleagues or leaders when doing wrong because it is tied to the values of *pela gandong*. But as many have previously expressed, the values of *pela gandong* are more likely to make the employees who embrace them have positive values that can encourage cooperation that later became team work like; able to respect others or have good family values. This makes the local culture of *pela gandong* assumed to be able in influencing the performance of employees either in the form of contextual performance such as organizational citizenship behavior or performance on their duty.

II. THEORETICAL BACKGROUND

Organizational Behavior

Organizational behavior represents the human management side, not the overall management. In short, organizational behavior is defined as the understanding, prediction, and management of human behavior in organizations (Luthans, 2005). Organizational behavior is also defined as an activity to study the behavior of individuals and groups within organizations (Heath and Sitkin, 2001). Another definition of organizational behavior is the field of study that investigates the effects individuals, groups, and structures have on organizational behavior aimed at applying such knowledge to enhance the effectiveness of an

organization (Robbins and Judge, 2014a); Organizational behavior is a field of study aimed at recognizing, explaining, and ultimately developing attitudes and behaviors of people (individuals and groups) within organizations (Kaifi and Noori, 2011).

Continuous review of organizational behavior is needed because of the challenges and opportunities that managers face in using organizational behavior (Robbins and Judge, 2014a) which include; responding to globalization, managing the diversity of the work, improving quality and productivity, responding to lack of work-skill, improving customer service, enhancing personal skills, empowering people, stimulating innovation and change, overcoming "temporarily", working in networked organizations, helping employees balance conflict between life and work and increase ethical behavior.

Personality, Leadership, and Organizational Justice as part of the review of Organizational Behavior

Personality shapes each individual's behavior, so if you want to be better in understanding someone's behavior in the organization; it is useful to know something about personality (Robbins and Judge, 2014a). The most commonly personality definition was made by Gordon Allport almost 70 years ago that personality is a dynamic organization in the individual psychological system that determines how to adapt uniquely to its environment (Robbins and Judge, 2014a) Personality is a combination of physical and mental characteristics and it is an indication of how an individual sees, thinks, behaves and feels (Rashidi and Tafreshi, 2015). Barrick and Mount (1991), reviewed a number of studies and identified the following big five personalities which are: 1) Extraversion/Introversion, 2) Emotional stability, stability, emotionality, or neuroticism, 3) Agreeableness or likability, 4) Conscientiousness or conscience, 5) Intellect or intellectence, also known as openness to experience.

In an organization, leadership is one of the main factors that support the organization's success in achieving its goal. The conflict about leadership definition begins from the fact that it involves a complex interaction between leaders, followers, and situations. Leadership is defined as the ability to influence a group to achieve a defined vision or set of goals (Robbins and Judge, 2008b). The current leadership theory still focuses on transformational leadership and transactional leadership as the core concept first introduced in 1978 by Burns (Vigoda, 2007; Kuhnert and Lewis, 1987; Luthans, 2005) and developed by Bass and Avolio to be applied in organizations covering "Full range leadership model" (Bass, 1999; Kuhnert and Lewis, 1987) where there are two basic levels of real influence in the interaction between leaders and those led. The first influence comes from understanding that leaders create cost-benefit interactions in their elections (transactional leadership) and the second is emotional excitement, which called by Burns as transformational leadership. Bass (1991) defines both styles of leadership as follows: a) Transactional leadership is leadership based on transactions or exchanges between managers and employees. The leader performs his duties by making a promise to raise salaries and appreciation of achievement for employees who work well, otherwise, employees who do not work well will be punished. B) Transformational leadership occurs when leaders expand and enhance the interests of their employees, awaken awareness and acceptance of group goals and mission, and when they make employees see the interests of the group beyond their own interests.

The history of organizational justice begins from Adams's theory of justice, 1963, which states that people compare the ratios between the outcomes of the work they do, e.g. rewards and promotions, with their inputs compared to the same ratio of others (Ung et al. 2013; Miller, et al., 2012). When most research focuses on employee benefits, employees seem to seek justice in the distribution of other organizational rewards, so that the development of research is directed at the expansion of the intent of justice. Robbins and Judge (2014a) argue that historically, the theory of justice focuses on distributive justice, that is, justice about the amount and rewarding among individuals. But then, justice is thought of in terms of organizational justice. Organizational justice describes the individual or group perceptions of the fairness of the behavior they receive from an organization and their behavioral reactions to that perception. Cropanzano et al. (2007) defines organizational justice as a personal assessment of the ethical and moral standards of managerial behavior. It is in line with what Blakely, et al. (2005) who states that organizational justice is concerned with the views of its members of the fair treatment received from the organization.

Performance

Organizations require individuals with performance that can help the organization to achieve competitive advantage. Performance is also important for the individual because the ability to get the job done well can be a source of satisfaction and pride. In addition, if performance is recognized by others in the organization, it will often be rewarded with financial and other benefits. Performance is the main (though not the sole) requirement for career development and success in the labor market. While there may be exceptions, high performing employees are more easily promoted within an organization and generally have better career opportunities than low-performing employees (Sonnetag and Frese, 2002).

Performance is a multi-dimensional concept. Performance or the work is the result or output of a process. According to behavioral approaches in management, performance is the quantity or quality of something produced or services provided by someone who does the work (Luthans, 2005). According to Sonnetag and Frese (2002), the concept of performance should be distinguished between the aspects of action (i.e, behavior) and aspects of the work. The behavioral aspect refers to an individual working or not working. Not all behaviors are included in performance concepts, but only behaviors that are relevant to organizational goals, such as work on automobile assembly parts, computer selling, cardiac surgery. The outcome aspect refers to the consecution or outcome of an individual's behavior. Based on the previous example, the aspect of the results can be explained that the above behavior can lead to results such as the number of assembled cars, the level of sales, or the number of successful heart operations. In many situations, behavioral aspects and related outcomes are empirical but there are other factors that also influence. Sales employees who show only ordinary performance in direct interaction with clients (performance aspect behavior) may achieve high sales figures (performance aspect aspect) due to high demand for the product.

Organizational Citizenship Behavior (OCB) as Contextual Performance (Extra-Role)

Sonnentag and Frese (2002) have identified organizational citizenship behavior (OCB) or organizational civic behavior as a form of extra-role performance in addition to positive organizational behavior and proactive behavior. The organizational citizenship behavior (OCB) concept was introduced by Organ in 1977 and was first published in the form of empirical research by Smith, Organ, and Near in 1993 (Moon et al., 2004). Organ defines OCB as a free (*discretionary*) individual behavior, which is not directly and explicitly rewarded by a formal reward system, and which in whole encourages the effectiveness of organizational functions (Alizadeh et al. 2012). It is free and voluntary, since such behavior is not required by role requirements or job descriptions which are clearly required under contract with the organization; But as a personal choice (Podsakoff et al., 2000). Once the importance of OCB's position as a form of extra-role performance, it has attracted long-term attention and debate among organizations, researchers and academics.

Culture in Organizational Behavior

Culture has been identified as one of the study area about organizational behavior. Anthropology that contributes to this (Robbins and Judge, 2014a). Cross-cultural analysis becomes important to do for better understanding about the behavior in the organization.

Culture is a set of beliefs and values about what is liked and disliked in one community of people, as well as a set of formal and informal practices to support values. Culture has a prescriptive and descriptive element and involves spontaneous assumptions about how to think, act, and feel. Culture overrides national ties. Key aspects of the society culture such as behavior and language, are brought to the workplace by individuals. Society culture and organizational culture where he work both influence one's own values, ethics, attitudes, and expectations (Kreitner and Kinicki, 2014a). Hofstede (1991), defines culture as a mental program of *thinking, feeling, and action* or called "*software of the mind*". This mental or cultural programming is developed through a value system that develops in society, then this value system will become the social norms that influence social behavior. The definition expresses that culture influences the behavior of the organizers.

Hofstede (1991) defines culture as a pattern of thoughts, feelings and actions for social groups, which distinguishes it from other social groups. Cultural concepts derived from mental programs which are distinguished in three levels, namely; 1) The universal level, that is the mental program held by all human beings and attached to the human self, 2) The collective level, that is the mental program is owned by some, not all human beings. At this level special mental programs are in groups or categories and can be learned. 3) The individual level, that is, the unique mental program is owned by only one or two people who will not have the same mental program. At this level a small mental program is embedded in human beings, and others can be learned from other communities, organizations or groups.

Recognizing *Pela Gandong* as Mollucan Culture

Pela gandong is a social foundation for people in Central Maluku, especially Seram Island, Ambon, and Lease (Lokollo, et al., 1997; Uneputty, 1996). Since long ago this social foundation has been living and developing as a glue of social relations between one village and other village, both Muslim and Christian (Sahusilawane, 2004) and has function to regulate social interaction of rural communities in Various fields (Uneputty, 1996). Simply *pela* is formulated as a familial bond between two or more villages whereas *gandong* is a brotherly relationship between two or more villages based or backed up by the existence of genealogical relations between the villages where the ancestors of the villages came from (Uneputty, 1996). That is why it marriage among its citizens in both villages that have *gandong* relationship strictly forbidden. Sahusilawane (2004) states some point about the understanding of *pela* from cultural expert and society as follows; 1) a bond or familial relationship with the whole population of two or more villages by custom (Dr. Frank L. Cooley); 2) a union or friendship system between several villages (Dr. Dieter Bartels); 3) union bonds and the fraternity between two or more village whether between Christian or Islamic village or between Muslim and Christian village (Dr. Piet Tanamal), 4) *pela* is an acronym of *pela, laha* and *luia* which means an agreement for love, like loving for siblings or like siblings (JE Lokollo), 5) *pela* is derived from the word *pelania* meaning already or done, meaning there is a relationship between two countries that occur because one helps the other in war or in the concern of the country or village as a whole (Tomasoa Jokomina). The quote above shows that *pela* cannot be understood literally because it has complex aspects. The word *gandong* in Ambon can be compared with the word biological brother in Indonesian (Sahusilawane, 2004). *Gandong* or a brotherhood means come from same mother, it is like a center and the beginning of everything that is alive. So it means brother and sister are committed to love each other. Thus *pela* and *gandong* have a territorial meaning and a genealogies meaning. From the territorial side of *pela* and *gandong* it is a unity between the villages whereas from the genealogy side, *pela* and *gandong* is considered as a true brotherhood (Sahusilawane, 2004).

There are several reasons for the existence of *pela* relations as a tradition as mentioned by experts (Uneputy, 1996, Bartels, 1977 in Ralahallo 2012, Sahusilawane, 2004), among others: *first*, *pela* relations as a recompense from a village to another village where they had helped him in times of war or natural disasters. *Second*, the *pela* happened because there is a relationship of brotherhood between the villages according to the story of their ancestors, that they are siblings. *Third*, *pela* relationship happened because of the occurrence of extraordinary things. The power of binding *pela* agreement (*Pela Law*) is based on the principle of "*sei hale hatu, hatu hale sei*". Can be translated "*sapa bale batu, batu bale dia*" which means "what the elders make, must be maintained". There are four basic things underlying *pela gandong*: the villages that have the duty to help each other on the emergency (war, natural disaster). If requested, one village must provide assistance to other village, such as to help them build in an interesting construction like construction of schools, mosques, or churches. If a man is visiting the village where becoming his *pela*, then the people of the village must feed him. He can bring any food or fruits from that village without permission. Because the *pela* is considered to be in the blood, then two such persons are forbidden for marriage. For those who

break such provision, then he will get punishment from the ancestors who pledge *pela*. For example, a person or his descendant may fall ill or even die if they break that provision. If anyone breaks the taboo for marriage, then they will be arrested and then made to walk around the countries with only clothes that made by coconut leaves, while all residents of the land will berate him.

According to Cooley (1987 in Ralahallo 2012), *pela* is divided into two categories: 1) *pela keras/pela tuni/pela tulen/pela batu karang/pela darah* occur because it is formed on the basis of 'drinking blood' as ratification *pela* relationships. 2) *pela tempat sirih* is formed by serving betel nut as a tradition in Alifuru culture. Bartels (1977 in Ralahallo 2012) adds *pela gandong* (or *bungso*) based on derivative meaning means that all families from villages that bound as *pela* declare that they are becoming one family. The effort to maintain *pela* tradition is done through *panas pela* ritual aimed at preserving the relationship of brotherhood as the basic value of *pela*.

Kreitner and Kinicki (2014a) reveal that cultural processes influence organizational behavior, for example employees bringing their culture to the workplace in the form of habits and languages that also affect individual values, ethics, attitudes, assumptions, and expectations. Along with the opinion of Hofstede (1991) who states that culture as a mental program in a group of people becomes the basis for forming the characteristic of people a group. "*Pela gandong*" is a cultural process that can affect the personality and individual values of a person in his workplace.

III. HYPOTHESIS

The aim of this study is primarily to prove that OCB or organizational citizenship behavior has a positive effect on employee performance, so all hypotheses show the variables that influence OCB and the ultimate influence on employee's performance. Thus the main variable is OCB. The organizational citizenship behavior (OCB) concept or organizational citizenship behavior was introduced by the Organ of 1977 and was first published in the form of empirical research by Smith, Organ, and Near in 1993 (Moon et al., 2004). The selected variables are based primarily on the challenges of Podsakoff et al. (2000) for future research areas of development, especially on the antecedents and consequences of OCB at the individual level by attempting to explore more about the effects of personality variables, transformational leadership and organizational justice towards OCB and its impact on performance Individuals as well including the local cultural variables as part of a multi-cultural context review of OCB.

The Influence of Personality, Transformational Leadership, and Organizational Justice toward OCB

In general, personality was found to be positively associated with OCB (Hakim, et al., 2014; Malik, et al., 2013; Yi-Min, et al., 2012; Darsana, 2013). The personality relationship with OCB on several dimensions was found to have a positive effect. Extraversion, agreeableness consistently found to be positively associated with OCB by Rashidi and Tafreshi (2015), Golafshani and Rahro (2013), Kumar, et al. (2009). Conscientiousness and openness to experience were found to be positively and significantly associated with OCB by Rashidi and Tafreshi (2015) and Kumar et al., (2009).

The empirical findings show that transformational leadership positively affects the OCB (Boerner, et al., 2007; Khan, et al., 2013; Khaola, et al., 2013; Lee, et al, 2012; Modassir and Singh, 2008; Ung, Et al, 2013; Vigoda-Gadot, 2007; Andrew and Cazares, 2015).

The positive relationship between organizational justice and OCB was discovered by Sjahruddin et al, (2013), Blakely and Moorman, 2005; Soltani, et. Al, 2014; Shahzad, et al., 2014. Research by Saufi, et al. (2103) found another results that there was no positive influence between organizational justice with OCB, the relationship only emerged after mediated by job involvement. Empirical findings from the relationship of organizational justice dimension with OCB are; distributive justice was found to be positively associated with OCB (Kariker and Williams, 2007; Quratulain, et al., 2012). Ung, et. Al, (2013) found procedural justice to be positively related to OCB, Likewise with interactional justice relations with OCB found positively by Quratulain and Khan (2012),

Based on the theoretical descriptions and empirical findings, the first hypothesis concerning the relationship of personality, transformational leadership, and organizational justice with OCB to be used in this study are:

- 1a. *Personality has a positive effect with OCB*
- 1b. *Transformational leadership positively affects the OCB.*
- 1c. *Organizational justice positively affects the OCB.*

The Influence of Personality, Transformational Leadership, Organizational Justice, and OCB toward Performance

Performance is a reflection of one's behavior, where good performance will result from individuals who behave in harmony with the corporate objectives, Viswesvaran and Ones (2000). Thus, it can be concluded that a person's performance can be determined by a person's personality.

Meta-analysis performed by Judge and Ilies (2002) showed that personality based on five factor model had positive effect on performance. All dimensions found to be significantly related to performance, neuroticism and conscientiousness consistently show the strongest significant relationship with performance. This is in line with the findings of Hakim et al. (2014) that the relationship of personality toward the performance is positive and significant. In a more in-depth study of the relationship of personality dimensions with OCB, Misha, et al (2015) found that only conscientious and agreeableness that have a positive and significant effect on performance.

The positive influence of transformational leadership on performance was found by Boerner, et al. (2007); Maharani, et al. (2013); Islam, et al. (2012); Cheng, et al. (2012); Andrew and Cazares (2015).

The relationship of organizational fairness with performance was found to have a positive and significant impact on performance (Azeem, et al., 2015; Yung-Chieh, 2013). The relation of the organizational dimension of justice with performance

is found by Kaleem, et al. (2013) namely; Distributive justice has a positive and significant effect on performance, there is a positive correlation between procedural fairness and performance but not significant, and there is a positive relationship between interactional justice with performance but not significant.

Various literatures generally show empirical evidence of OCB relationships with performance in general, where OCB has a positive effect on performance (Podsakoff et al. (2000).) Robbins and Judge (2014a) also revealed that the fact that an organization with an employee with a good OCB will have better performance than other organizations. OCB in general in empirical approach also found to be positively related to employee performance level as well as organizational performance (Kambu, et al., 2012; Harwiki, 2013; Maharani, et al., 2013; Hakim, et al., Yaw-Chieh, 2013; Sani and Maharani, 2012; Muhdar, et al., 2015; Andrew and Cazares, 2014.) The influence of OCB on the performance dimension is expressed by Cheng, et al. (2012) which states that OCB is related Positive with product quality.

One of the objectives of this study is to get a picture of the direct relationship between personality, transformational leadership, organizational justice, and OCB on employee performance. Based on the theoretical descriptions and empirical findings, the hypothesis developed as follows:

- 2a. *Personality has a positive effect on employee performance*
- 2b. *Transformational leadership positively affects employee performance.*
- 2c. *Organizational justice positively affects employee performance.*
- 2d. *OCB has a positive effect on employee performance*

The Influence of Personality, Transformational Leadership, Organizational Justice toward Performance through OCB

The explanation of previous empirical findings has revealed the direct influence of personality, leadership style, and organizational justice with all its dimensions toward the performance. In fact, OCB is also found to be an intervening variable that mediates the influence of personality, leadership style, and organizational fairness with all its dimensions towards the performance.

OCB as an intervening between personality with performance is stated by Hakim et al. (2014) and Darsana (2013). Personality, job satisfaction and organizational support are significantly related to performance after using OCB as an intervening variable (Judge, et al., 2014). Darsana (2013) also points out that OCB mediates the influence of organizational personality and culture on employee performance.

Leadership style is generally found to have a positive effect on performance after OCB mediation (Muhdar, et al., 2015; Kambu, et al., 2012). Partially, the OCB mediation role in the relationship of leadership style dimensions of transformational leadership with performance was found to be positive in Boerner's research, et al. (2007); Andrew and Cazares (2015). This finding is generally in line with Podsakoff's meta-analysis, et al. (2000) that transformational leadership is positively and significantly correlated with all the dimensions of OCB.

OCB is also found to be an intervening variable on organizational equity relationships with performance. Azeem, et al. (2015) argues that organizational justice improves organizational performance through the mediating influence of OCB. Sani (2013) proves a hypothesis that shows the OCB mediation role between procedural justice and performance. Yung-Chieh (2013) argues that OCB has a mediating influence between organizational justice and work value with organizational performance.

The empirical findings mentioned above and with the theoretical approach used to be the basis of the development of this research hypothesis as follows:

- 3a. *OCB has an indirect influence between the relationship of personality and employee performance*
- 3b. *OCB has an indirect influence between transformational leadership relationships and employee performance*
- 3c. *OCB has an indirect influence between organizational equity relationships and employee performance*

Culture as Moderation of Personality Influence, Transformational Leadership, Organizational Justice toward OCB

There is not much empirical research that explicitly examines the role of cultural variables involved in OCB. In fact, in a review of the empirical and theoretical literature, Podsakoff et al. (2000) does not place culture as an OCB antecedent.

The role of culture as a moderator variable between personality and OCB is found in Xian-Xu's (2004) study that examines *hierarchy* and *egalitarianism* as a form of individualism as a cultural variable. His research proves that hierarchy/egalitarianism moderates the relationship between conscientiousness and OCB-O where positive relationships are stronger when hierarchy is low and egalitarianism is high. The results do not prove that hierarchy/egalitarianism moderates the relationship between agreeableness and OCB-O where positive relationships are stronger when hierarchy is low and egalitarianism is high.

Shani and Somech (2011); Euwema, et al. (2007); and Butar-Butar (2012) who conducted research on cultural roles as a moderation of relationships between leadership styles and OCB. Shani and Somech (2011) found; 1) The allocentrism of employee moderates the relationship between transformational leadership with OCB, where transformational leadership is positively associated with OCB in more allocentric employees; 2) The Idiocentrism of employee moderates the relationship between transformational leadership with OCB, where transformational leadership is negatively associated with OCB in more idiocentric employees. While the results of Butar-Butar research (2012) are: 1) It is not proven that the orientation of group collectivism moderates the relationship between servant leadership with OCBI and OCBO, where the relationship will be stronger if the orientation of high group collectivism; 2) There is no prove that the power distance orientation moderates the relationship between servant leadership with OCBI and OCBO, where the relationship will be stronger if the power distance orientation is low.

The role of cultural moderation of organizational justice relationships with OCB is found in Shahzad's et al. (2014) research results, where showed that collective values will moderate positively and significantly the relationship between

organizational justice with OCB. Quratulain and Khan (2012) expressed that; 1) collectivism is found significant affects interactional justice relations with altruism, 2) There was no moderate individualism/collectivism found to be significantly affects procedural justice relationships with OCB, 3) No significant power distance moderation exists between organizational justice and OCB. Schilipzand, et al. (2013) conducted research in America and China with different results. All hypotheses about cultural moderation to organizational justice with OCB are rejected in American research. There are two hypotheses accepted in research in China which are; 1) The power distance orientation will moderate the relationship between organizational justice and OCB where the positive relationship will be weak if the power distance orientation increases, 2) The masculinity-femininity orientation will moderate the relationship between organizational justice and OCB where the relationship will be negative as masculinity avoidance orientation increases, When the femininity orientation increases.

The study of theory and empirical data above become the basic formulation of this research hypothesis as follows:

- 4a. The local culture "pela gandong" strengthens or weakens the personality relationship with OCB
- 4b. The local culture "pela gandong" strengthens or weakens the transformational leadership relationship with OCB
- 4c. The local culture "pela gandong" strengthens or weakens the organizational justice relationship with OCB

IV. RESEARCH METHODOLOGY

Population that becoming the unit of analysis in this research is employees of banking industry in Ambon city, Maluku province, Indonesia. This study uses *pela gandong* as a moderating variable so that the samples used are employees of the banking industry in the city of Ambon either having a cultural background of *pela gandong* who come from Ambon, Lease and Seram island also including those with no *pela gandong*.

This study used 37 parameters or observation variables in the form of question items in the questionnaire, so that the minimum number of samples taken is 37 x 5 or 185 samples. To anticipate a defective or non-returned questionnaire, the sample size was increased to 200 samples. Considering the requirements of the sample sizes described previously, a sample of 200 employees of the banking industry in Ambon city is considered good. The questionnaire is returned and is worthy of use in the next analysis process of 187.

The main instrument in collecting data in this study is to provide a structured questionnaire (questionnaire) adopted from various previous studies that are considered to have been tested for reliability and validity. Personality is measured by 7 indicators developed by John, O. P. (1991); Transformational leadership was measured by 6 indicators developed by Bass (1991, 1999); Organizational Justice is measured by 6 indicators developed by Cropanzano, et al. (2007); OCB is measured by 8 indicators developed by Podsakoff, et al. (1997); And employee performance is measured by 10 indicators developed by Koopmans, et al. (2012). The answer the answer from the question is changed to the *Likert* interval scale for the needs of testing modeling. Respondents' answers have a score range of 1-5 values where the value of 1 for the answer strongly disagree and the value of 5 for the answer strongly agree.

Data analysis techniques in this study using *structural equation model (SEM)* with the help of software *lisrel*. For local culture *pela gandong* which is a moderation variable, the sample will be separated into two parts, namely the sample group with the cultural background of *pela gandong* and the sample group without the cultural background of *pela gandong*.

V. RESULTS

Goodness of fit Measurement

Goodness of fit measurement is done to answer questions; whether the indicator has been conceptually unidimensional, which means that empirically the overall measurement model is appropriate, fit with the data, the indicators in the model only measure a construct, and the measurement error between the uncorrelated indicator or the covariance error is zero.

Table 1. Goodness of Fit Measurement Test Results

Variabel	Goodness Of Fit	Cut-off Value	Pre		After Modification	
			Result	Evaluation	Result	Evaluation
Personality	p value	≥ 0,05	0,00	Less Fit	0,26	Fit
	GFI	≥ 0,90	0,69	Less Fit	0,99	Fit
	RMSEA	≤ 0,08	0,32	Less Fit	0,041	Fit
	AGFI	≥ 0,90	0,39	Less Fit	0,94	Fit
	TLI/NNFI	≥ 0,90	0,80	Marginal Fit	1,00	Fit
	NFI	≥ 0,90	0,86	Marginal Fit	1,00	Fit
Transformasional Leadership	p value	≥ 0,05	0,00	Less Fit	0,52	Fit
	GFI	≥ 0,90	0,88	Less Fit	0,99	Fit
	RMSEA	≤ 0,08	0,20	Less Fit	0,00	Fit
	AGFI	≥ 0,90	0,73	Less Fit	0,97	Fit
	TLI/NNFI	≥ 0,90	0,68	Less Fit	1,00	Fit
	NFI	≥ 0,90	0,79	Less Fit	0,99	Fit
Organizational	p value	≥ 0,05	0,00	Less Fit	0,28	Fit
	GFI	≥ 0,90	0,87	Marginal Fit	0,98	Fit
	RMSEA	≤ 0,08	0,21	Less Fit	0,034	Fit

Justice	AGFI	≥ 0,90	0,70	Less Fit	0,96	Fit
	TLI/NNFI	≥ 0,90	0,71	Less Fit	0,99	Fit
	NFI	≥ 0,90	0,82	Marginal Fit	0,98	Fit
Organizational Citizenship Behaviour	p value	≥ 0,05	0,00	Less Fit	0,52	Fit
	GFI	≥ 0,90	0,90	Fit	0,99	Fit
	RMSEA	≤ 0,08	0,13	Less Fit	0,00	Fit
	AGFI	≥ 0,90	0,81	Marginal Fit	0,96	Fit
	TLI/NNFI	≥ 0,90	0,95	Fit	1,00	Fit
	NFI	≥ 0,90	0,95	Fit	0,99	Fit
	p value	≥ 0,05	0,00	Less Fit	0,008	Less Fit
Individual Work	GFI	≥ 0,90	0,74	Less Fit	0,96	Fit
	RMSEA	≤ 0,08	0,21	Less Fit	0,07	Fit
	AGFI	≥ 0,90	0,60	Less Fit	0,89	Marginal Fit
	TLI/NNFI	≥ 0,90	0,85	Marginal Fit	0,98	Fit
	NFI	≥ 0,90	0,87	Marginal Fit	0,98	Fit
	p value	≥ 0,05	0,00	Less Fit	0,008	Less Fit

Initial measurements show that the model is not fit because it does not meet many criteria. After modification of all variables, the results show that the model theoretically corresponds to the empirical data or the model has *fit*. Although the performance variable of the AGFI value is in the range of *marginal fit* and *p value* is still not fit but many other criteria have been qualified.

Validity and Reability

Testing validity is intended to ensure how well an instrument measures a concept that should be measured. The following table shows the results of the validity test:

Table 2. Validity Test Result

Variable	Indicator	t value (> 1,96)	Standardized factor loading (> 0,45)	Evaluation
Personality	X1.1	8,97	0,64	Valid
	X1.2	10,83	0,71	Valid
	X1.3	14,17	0,85	Valid
	X1.4	15,34	0,91	Valid
	X1.5	15,13	0,90	Valid
	X1.6	13,18	0,82	Valid
	X1.7	13,93	0,85	Valid
Transformational Leadership	X2.1	2,32	0,18	Not Valid
	X2.2	5,14	0,39	Not Valid
	X2.3	13,57	0,86	Valid
	X2.4	13,43	0,86	Valid
	X2.5	9,56	0,66	Valid
	X2.6	6,94	0,51	Valid
Organizational Justice	X3.1	13,83	0,84	Valid
	X3.2	17,89	0,99	Valid
	X3.3	12,12	0,77	Valid
	X3.4	5,53	0,39	Not Valid
	X3.5	6,60	0,40	Not Valid
	X3.6	0,39	0,03	Not Valid
Organizational Citizenship Behaviour	Y1.1	13,09	0,83	Valid
	Y1.2	13,70	0,85	Valid
	Y1.3	12,69	0,81	Valid
	Y1.4	9,53	0,66	Valid
	Y1.5	10,45	0,70	Valid
	Y1.6	11,39	0,74	Valid
	Y1.7	13,97	0,86	Valid
	Y1.8	5,15	0,38	Not Valid
Individual Work	Y2.1	9,34	0,64	Valid
	Y2.2	9,95	0,68	Valid
	Y2.3	11,76	0,77	Valid

(X5)	Y2.4	10,79	0,74	Valid
	Y2.5	7,99	0,57	Valid
	Y2.6	11,48	0,75	Valid
	Y2.7	8,74	0,63	Valid
	Y2.8	12,67	0,81	Valid
	Y2.9	12,92	0,82	Valid
	Y2.10	9,30	0,64	Valid

The results of the analysis shown in Table 5.14 shows that some indicators not valid because it does not meet the validity requirements of $t\text{-value} > 1.96$ and factor loading > 0.45 which are; Transformational leadership variables indicators X2.1 and X2.2; Organizational justice indicators X3.4, X3.5, X3.6; And OCB indicator Y1.8. Invalid indicators must be removed and not used in the next analysis process.

Reliability is closely related to the consistency of manifest variables in measuring its latent constructs. Reliability test results show the value of construct reliability for the 0.93 personality variable, transformational leadership 0.77, organizational fairness 0.77, 0.90 OCB and individual performance 0.91. The result of analysis shows that all variables have good reliability with construct reliability value above 0.7. Thus all manifest variables (indicators) are expressed consistently in measuring their latent constructs (variables).

Testing Hypothesis

Structural model testing should be done before the hypothesis test. In this research, the structural model test is the goodness of fit measurement test conducted on the main model, the model for the *pela gandong* group sample and the model for the sample group without *pela gandong*. The initial test results for the three models are not yet fit so modifications indices should be made. After the modification suggestion, the model has been declared eligible for further analysis.

Hypothesis test is done to see the direct and indirect influence and influence of moderation which result can be seen in following table:

Table 3. Summary of Hypothesis Test Results

Direct Influence									
Hip.	Independent Variable	Dependent Variable	Standardize	CR (t value > 1,96)	Conclusion				
H1a	Personality	OCB	0,11	1,98	Significant (+)				
H1b	Trans. Leadership	OCB	-0,16	-2,31	Significant (-)				
H1c	Org. Justice	OCB	0,72	8,82	Significant (+)				
H2a	Personality	Performance	-0,06	-1,26	Not Significant				
H2b	Trans. Leadership	Performance	0,30	4,45	Significant (+)				
H2c	Org. Justice	Performance	-0,15	-1,66	Not Significant				
H2d	OCB	Performance	0,88	7,50	Significant (+)				
Indirect Influence									
Hip.	Independent Variable	Intervening Variable	Dependent Variable	Indirect Effect	Total Effect	Conclusion			
H3a	Personality	OCB	Performance	0,10	0,98	Significant			
H3b	Trans. Leadership	OCB	Performance	-0,14	0,74	Significant (-)			
H3c	Org. Justice	OCB	Performance	0,63	0,55	Significant			
The Influence of Local Culture Moderation "Pela Gandong"									
Hip.	Independent Variable	Variabel Depend	Group with "Pela Gandong" Culture			Group without "Pela Gandong" Culture			Conclusion
			Standar-dize	CR (t value)	Ket.	Standar-dize	CR (t value)	Ket.	
H4a	Personality	OCB	0,21	2,28	Sig	0,14	1,51	Not Sig.	Moderation (strengthen)
H4b	Trans. Leadership	OCB	-0,18	-1,90	Not Sig.	-0,05	-0,46	Not Sig.	No Moderratoin
H4c	Org. Justice	OCB	0,59	5,66	Sig	0,74	6,04	Sig	Moderation (weaken)

Summary of hypothesis test results are presented in the following figure:

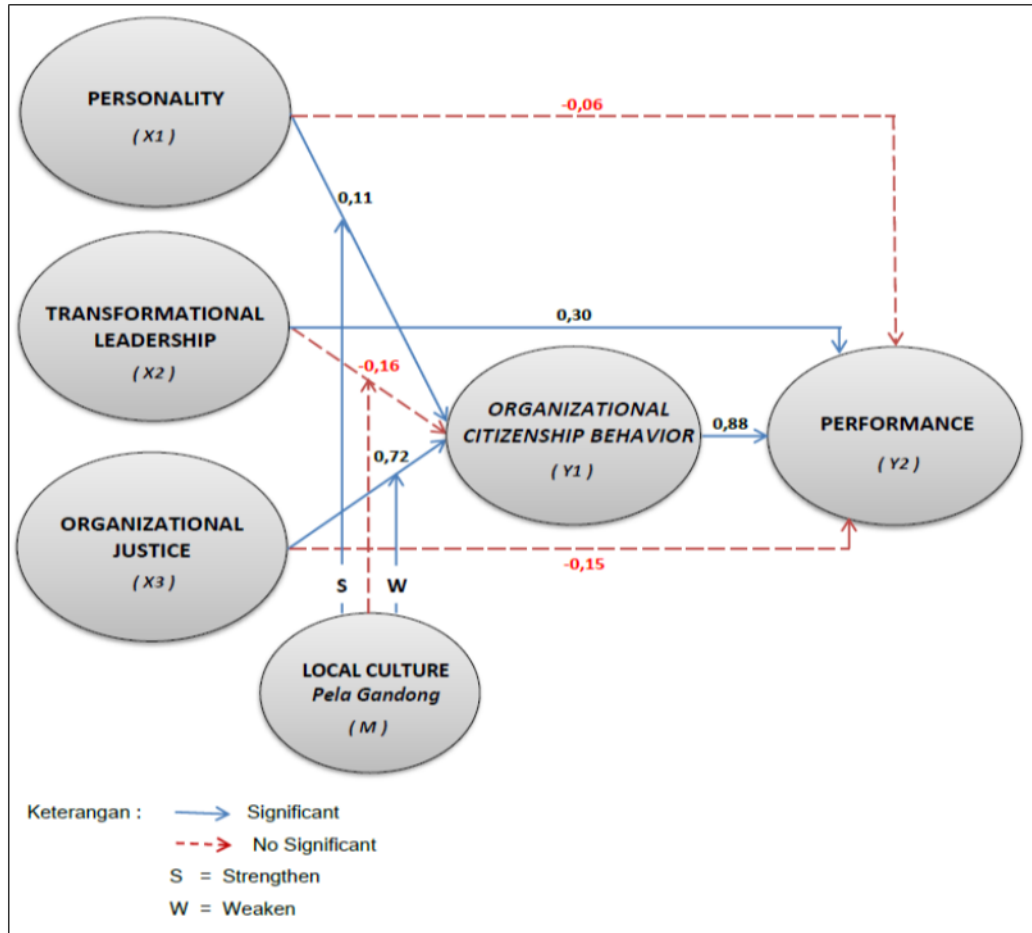


Figure 1. Summary of Hypothesis Test Results

There are some hypotheses that are not significant or significant but the effect is not as hypothesized so that the hypothesis is rejected. Hypothesis test results direct influence of personality, transformational leadership and organizational justice towards OCB are as follows; **Hypothesis 1a is accepted**; Personality is positively related to OCB. It is based on the path coefficient value of 0.11 of the critical value (t-value) of 1.98 greater than the value of t-table 1.96 at the 0.05 significance level. **Hypothesis 1b is rejected**; Transformational leadership is positively associated with OCB. It is based on the path coefficient value of -0.16, which means the magnitude of direct influence of exogenous latent variable X2 to endogenous latent variable Y1 of -0.16. Furthermore, the magnitude of the critical value (t-value) will show the significance of the influence, where the value of -2.31 is greater than the value of t-table 1.96 at the 0.05 significance level. The hypothesized effect is positive, but even though the results are significant but show a negative effect so the hypothesis is rejected. **Hypothesis 1c is accepted**; Organizational justice is positively associated with OCB. It is based on the value of path coefficient of 0.72 which means the magnitude of direct influence of exogenous latent variable X3 to endogenous latent variable Y1 of 0.72. Furthermore, the magnitude of the critical value (t-value) will show the significance of the effect, where the value of 8.82 is greater than the value of t-table 1.96 at the 0.05 significance level.

The result of hypothesis test of personality relationship, transformational leadership, organizational justice, OCB with performance are as follows: **Hypothesis 2a rejected**; Personality is positively related to employee performance. It is based on the path coefficient value of -0.06 which means the magnitude of direct influence of exogenous latent variable X1 to endogenous latent variable Y2 of -0.06. Furthermore, the magnitude of the critical value (t-value) will show the significance of the effect, where the value of -1.26 is smaller than the value of t-table 1.96 at the 0.05 significance level. **Hypothesis 2b is accepted**; Transformational leadership is positively related to employee performance. It is based on the path coefficient value of 0.30 which means the magnitude of direct influence of exogenous latent variable X2 on endogenous latent variable Y2 of 0.30. Furthermore, the magnitude of the critical value (t-value) will show the significance of the effect, where the value of 4.45 is greater than the value of t-table 1.96 at the 0.05 significance level. **Hypothesis 2c is rejected**; Organizational justice is positively related to employee performance. It is based on the value of path coefficient of -0.15 which means the magnitude of direct influence of exogenous latent variable X3 to endogenous latent variable Y2 of -0.15. Furthermore, the magnitude of the critical value (t-value) will show the significance of the effect, where the value of -1.66 is greater than the value of t-table 1.96 at the 0.05 significance level. The hypothesized influence is positive, but although the results are significant but show a negative effect so the hypothesis is rejected. **Hypothesis 2d is accepted**; OCB is positively related to employee performance. It is based on the value of path coefficient of 0.88 which means the magnitude of direct influence of exogenous latent variable Y1 to endogenous latent variable

Y2 of 0.88. Furthermore, the magnitude of the critical value (t-value) will show the significance of the influence, where the value of 7.50 is greater than the value of t-table 1.96 at the 0.05 significance level.

OCB's indirect role in leading personality relationships, transformational leadership, and organizational justice with performance is as follows; **Hypothesis 3a is accepted**; OCB has an indirect influence between the personality relationship to employee performance. It is the result of X1 (personality) to Y1 (OCB) of 0.11 and the value of Y1 (OCB) to Y2 (performance) is 0.88. The magnitude of indirect effect of exogenous variable X1 to Y2 through Y1 is $0.11 \times 0.88 = 0.10$. The influence is significant because the effect of X1 to Y1 is significant, so also the influence of Y1 to Y2 is also significant. **Hypothesis 3b is rejected**; OCB has an indirect influence between transformational leadership relationships and employee performance. It is based on the path coefficient value of X2 (transformational leadership) to Y1 (OCB) of -0.11 and the path coefficient value from Y1 (OCB) to Y2 (performance) of 0.16. The magnitude of indirect effect of exogenous variable X1 to Y2 through Y1 is $-0.16 \times 0.88 = -0.14$. Significant influence due to the influence of X1 to Y1 is significant, so also the influence of Y1 to Y2 is also significant, but although the result is significant but show the negative effect so that the hypothesis is rejected. **Hypothesis 3c is accepted**; OCB has an indirect influence between organizational equity relationships and employee performance. It is based on the path coefficient value of X3 (organizational fairness) to Y1 (OCB) of 0.72 and the path coefficient value from Y1 (OCB) to Y2 (performance) of 0.88. The magnitude of indirect effect of exogenous variable X3 on Y2 through Y1 is $0.72 \times 0.88 = 0.63$. The influence is significant because the effect of X1 to Y1 is significant, so also the influence of Y1 to Y2 is also significant.

The results of local cultural hypothesis testing *pela gandong* as moderation that can strengthen or weaken the relationship of personality, transformational leadership, organizational justice with OCB. **Hypothesis 4a is accepted**; The local culture "*pela gandong*" strengthens or weakens the personality relationship with OCB. It is based on hypothesis test results; t-value group of *pela gandong* samples 2.28 greater than the sample group without *pela gandong* 1.51. **Hypothesis 4b is rejected**; The local culture "*pela gandong*" strengthens or weakens the transformational leadership relationship with OCB. It is based on hypothesis test result that t-value of *pela gandong* sample group is not significant, that is equal to -1.90 (smaller than 1.97), likewise t-value of sample group without *pela gandong* -0.46 (smaller Of 1.97). Hypothesis 4c is accepted; The local culture of "*pela gandong*" strengthens or weakens the relationship of organizational justice with OCB. It is based on hypothesis test results; t-value group of *pela gandong* samples 5.66 is smaller than the sample group without *pela gandong* 6.04.

VI. DISCUSSION AND CONCLUSION

Hypothesis 1a "personality is positively related to OCB" is acceptable because it is empirically proven in this study. The conclusion of this hypothesis test results is the better personality of employees of the banking industry in the city of Ambon, the better his OCB. This study uses seven indicators to measure personality. The influence of personality indicators on OCB can be described as follows: employees of the banking industry in Ambon City who see themselves as being able to arouse the morale of other employees, easy to get along and be affable, unselfish, cooperative with others, emotionally stable, curious about many different things, as well as having an active imagination will have a good OCB. In general, the results of this study are in line with some of the findings of previous research. Judge, et al., (2014); Sjahrudin, et al., (2013), Malik, et al., (2013), Yi-Min, et al., (2012) and Darsana (2013), each in his study found a positive influence of personality on organizational citizenship behavior.

Transformational leadership based on hypothesis test results in this study was found to have a negative and significant influence on OCB so that hypothesis 1b "transformational leadership positively related to OCB" is rejected. Contextual factors can influence the acceptability of transformational leadership tactics (Luthans, 2008). This also happened to the influence of transformational leadership towards OCB in banking industry in Ambon city. The facts on the field shows that the employees of banking performance is often caused by efforts to achieve the target because there is a bonus that is promised if the target can be met and there is a penalty imposed if the achievement is far below the target. This is clearly a transactional leadership approach that is a group award or a conditional rather than a transformational award. OCB is also a form of extra-role performance, so as to the facts, it is not transformational leadership that can improve OCB banking employees in Ambon city but conditional appreciation approach. The facts on the field are consistent with the opinions of Robbins and Judge (2008b) who argue that transformational leadership theory is not perfect because it still leaves the question of whether conditional based leadership is merely a characteristic of transactional leadership. Unlike the whole model of leadership, Robbins and Judge (2008b) argue that conditional based leadership can sometimes be more effective than transformational leadership. This opinion is in line with the statement of Kreitner and Kinicki (2014b) the best leaders are not only transformational; they must be both transactional and transformational, and they avoid the *laissez-faire* or "look and wait" style. Although many findings suggest that transformational leadership has a positive influence on OCB, the empirical findings also show other findings. Maharani, et al, (2013); Sani and Maharani (2012) reject the developed hypothesis that the more effective transformational leadership the better the OCB employees are.

Hypothesis 1c "organizational fairness is positively associated with OCB" is acceptable because it is empirically evident in this study. The influence of indicators seemed to be valid against OCB can be described as follows: good perceptions of employees of the banking industry in Ambon city about fair workload, fair rewards, and consistency of implementation of decisions on all employees will increase the OCB of those employees. In general, the results of this study are in line with some findings of previous research. Sjahrudin et al., (2013), Blakely, et al., (2005), Soltani, et al., (2014), and Shahzad, et al., (2014), each in his study found that organizational justice has positive influence to organizational citizenship behavior. Hypothesis test results show personality does not significantly affect the performance so that hypothesis 2a rejected because empirically cannot be proofed in this study. The effect of a valid indicator on performance can be described as follows: the employees of the banking industry in Ambon City who see themselves as an uplifting person, sociable, selfless, cooperative, emotionally stable, curious about things and having an active imagination has no significant effect on the employee's performance. The fact that personality

has no significant effect on the performance of banking employees in the city of Ambon is the tendency of employees to be too careful because the work in the banking world requires high accuracy. The Error that teller made when the counting the customers money who make a withdrawal for example; will make it necessary to change the difference due to the error. This will make the teller very careful when serving the customer. Although this caution has a positive influence on performance (Misha et al., 2015, Judge, Ilies, 2002; Bartone, et al., 2009), but caution also has disadvantages. Robbins and Judge (2008a) argue that individuals with such characteristics cannot adapt well to dynamic contexts. Individuals like these are usually oriented on work performance so that they experience more difficulty than the less cautious individuals learning complex skills in the early stages because their focus is on working rather than learning better. Thus, individuals with a cautious nature are not very creative, even though they are creative, whereas both of these are also needed by individuals to achieve the best performance. The results of this study show that personality has no significant effect on performance, similar to Darsana findings (2013) which states that the personality and organizational culture does not significantly affect employee performance. Misha, et al. (2015) in his research to examine the effects of personality on performance only found a positive and significant influence on the dimensions of the nature of prudence and easy to agree. Whereas in the extraversion dimension, emotional and open stability with new thing is found as not significant influence. Bartone, et al. (2009) also show the diverse findings on the influence of personality dimensions on the performance of the leadership. Extraversion, caution and easy nature of agreement in accordance with the hypothesis of this study, found to be positively related to the performance of the leadership. For the dimensions of emotional stability findings in accordance with the results of this study is not related to the performance of leadership.

The findings of this study show that transformational leadership has a positive and significant effect on performance. The influence of transformational leadership indicators on OCB can be described as follows: leaders who work beyond the targets for the good of the group, optimistic about the future, face old problems in new ways, stimulate creativity, and consider employee feelings before acting will improve employee performance. This finding supports previous empirical findings by Boerner, et al. (2007) which states that transformational leadership has a positive and significant impact on performance. Similar findings are also presented as a result of research from Maharani, et al. (2013), Sani and Maharani (2012), Muhdar, et al., (2015), Andrew and Casarez (2015). In addition Islam, et al. (2012) states that similar findings that his research results accept a transformational leadership hypothesis positively associated with in role, commitment, and OCB performance, while Cheng, et al. (2012) also accepted the hypothesis that transformational leadership is related to product quality.

Organizational justice based on hypothesis test results did not show any significant influence on the individual performance. The effect of each indicator that is considered valid on employee performance can be described as follows: good perceptions of employees of the banking industry in Ambon city about fair workloads, fair rewards and consistent implementation of decisions on all employees do not affect the employee's performance. The insignificant effect of organizational justice on performance may be due to the fact that for the banking industry it is an industry that is constantly trying to fix itself due to the increasingly competitive competition, so that employees generally feel confident that the organization has been fair to all employees. The system of compensation, performance appraisal, or promotion, in the banking industry is usually done transparently so that employees can measure the balance between the input given to the organization and the results it receives. The results of this study which states that organizational fairness does not significantly affect the performance in accordance with some previous empirical findings that partially find the insignificant influence of the organizational fairness dimension with performance. The empirical findings are: distributive justice is not related to all the dimensions of OCB and in-role performances (Cohen and Eyal, 2015); Procedural fairness is not significantly related to OCB and in-role performances (Cohen and Eyal, 2015); There is a positive correlation between procedural fairness and performance but not significant (Kaleem, et al., 2013); There is a positive relationship between interactional justice with performance but not significant (Kaleem, et al., 2013).

Hypothesis test results in this study showed that OCB has a positive and significant effect on individual performance. The effect of a valid OCB indicator on individual performance can be described as follows: an employee who while working is always willing to work with others to complete the job, willing to give time to help others who are facing work problems, helping others who have heavy workloads, not taking extra rest, always on time at work, Always doing unsolicited work but helping the company image and always adapt to changes the company will have a good performance. Some of the findings also support the above findings which are also used as the basis for the development of hypotheses in this study are Kambu, et al. (2012); Harwika (2013), Boerner, et al. (2007), Maharani, et al., (2013), Hakim, et al., (2014); Yung (2013); Sani and Maharani (2012); Muhdar, et al. (2015); Andrew and Cazares (2014) that the OCB has a positive and significant influence with performance or OCB improving performance.

Hypothesis test results show that OCB has an indirect effect that mediates the relationship of personality with employee performance. The influence of OCB mediation is positive and significant. The relationship of personality indicators with performance through OCB according to the results of the hypothesis can be explained as follows; employees of the banking industry in the city of Ambon who see themselves as someone who can raise the spirit of other employees, easy to mingle and care, selfless, like working with others, emotionally stable, curious with many different things and have an active imagination will perform well through OCB indirect influence. The results of this study are in line with some of the previous research findings of Hakim, et al., (2014) and Darsana (2013).

The results of the hypothesis test show that OCB does not mediate the relationship of transformational leadership with performance. The effect of a valid transformational leadership indicator on performance through OCB indirect influence based on the results of this study are as follows: employee perceptions of an optimistic leader about the future, always thinking of dealing with old problems in new ways, being able to stimulate employee activity and always consider the feelings of employees before acting will degrade performance through OCB indirect influence. The results of this study are not in accordance with the hypothesis that there is an indirect influence of transformational leadership on performance through OCB. In line with previous findings that transformational leadership did not have a positive effect on OCB banking employees in the city of Ambon due to

the fact in the field that employees of banking performance are often caused by efforts to reach the target because there is a promised bonus if the target can be met and there is a penalty imposed. If the achievement is far below target. This is clearly a transactional leadership approach that is a group award or a conditional rather than a transformational award. OCB is also a form of extra-role performance, so as to the facts, not transformational leadership that can improve OCB banking employees in Ambon city but conditional appreciation approach. This fact is also the reason for the hypothesis that OCB has no indirect influence between transformational leadership relationships on performance. The results of this incompatible hypothesis are similar to those of Maharani's findings, et al. (2012) found that OCB is not a mediator between transformational leadership and employee performance. Sani and Maharani (2012), also found similarities with the results of this study that reject the hypothesis that OCB is a mediator between transformational leadership styles and performance.

Hypothesis test results show that OCB mediates the relationship of organizational justice with employee performance. Explanation of indicators of organizational fairness to the results of hypothesis testing that OCB has an indirect influence between the relationship of justice organization with the performance can be described as follows: Good perceptions of employees of the banking industry in Ambon city about the implementation of fair workload, fair rewards, consistency of implementation of decisions on all employees will improve the employee's performance after through indirect influence from OCB. The results of this study are in line with some previous research findings. Azeem, et al. (2015), and Yung (2013) find that organizational justice improves organizational performance through the mediation influence of OCB.

This study shows that there is an influence of moderation of *pela gandong* culture on the personality relationship with OCB where its moderating influence is strengthening the personality relationship with OCB. The effect of a valid personality indicator on hypothesis test results that the local culture *pela gandong* strengthen the influence of personality on OCB can be described as follows: employees of the banking industry in the city of Ambon who see themselves as a person who is able to raise the spirit of other employees, easy to get along and outgoing, selfless, like working with others, emotionally stable, curious with many different things and have an active imagination will have an OCB or good organizational citizenship behavior and the local *pela gandong* culture will strengthen that influence. The results of this study are in line with the empirical findings of Xian Xu (2004) who found hierarchy/egalitarianism as cultural indicators moderating the relationship between conscientiousness as an indicator of personality with OCB-O where positive relationships are stronger when hierarchy is low and egalitarianism is high.

This study shows that there is no effect of moderation of *pela gandong* culture on transformational leadership relationship with OCB. The influence of transformational leadership indicators on hypothesis test results that the local culture of *pela gandong* does not moderate the influence of transformational leadership on OCB can be described as follows: The local culture of *pela gandong* does not moderate the employee's perceptions of an optimistic leadership of the future, always thinking of dealing with old problems in new ways, stimulating employee activities and always considering the feelings of employees before acting will bring down the employee's OCB. The result of the study that *pela gandong* does not moderate the influence of transformational leadership towards OCB is based on the fact that transformational leadership characteristics are capable of generating trust, rationality, and considering each individual. With such characteristics, transformational leaders in the banking industry in the city of Ambon will always be objective without considering group sentiments such as employee groups which are their *pela* or *gandong*. All employees will get attention in order to express themselves maximally to achieve organizational goals. Although many findings suggest that culture moderates the influence of transformational leadership on OCB, the empirical findings also show other findings. Euwema, et al. (2007) in his research found that power distance as one cultural indicator did not moderate directive leadership relationships with OCB groups. It was also found that power distance did not moderate supportive leadership relationships with group OCBs. Butar-butur (2012) also has similar findings that reject the hypothesis that group collectivism orientation as one cultural indicator moderates the relationship between servant leadership with OCBI and OCBO, where relationships will be stronger when group orientation of collectivism is high.

This study shows that there is an influence of moderation of local culture of *pela gandong* on the relationship of organizational justice with OCB. Where the effect of moderation is to weaken the relationship of organizational justice with OCB. Explanation of indicators of organizational fairness to the results of hypothesis testing that the local culture *pela gandong* weaken the influence of organizational justice against OCB or organizational citizenship behavior can be described as follows: the local culture of *pela gandong* will weaken the perceptions of employees of the banking industry in Ambon city about fair workload, fair rewards, and consistency of implementation of decisions to all employees against OCB employees. The results of this study according to the fact that individuals with cultural background *pela gandong* often excessive show the spirit of *pela gandong* group it. More attention to *pela* or *gandong* can make the application of justice in the organization weak. Other employees who feel unfairly treated simply because not *pela* or *gandong* from the leadership as a determinant of policies or regulations in the organization will be reduced performance. This made the direct and significant impact of organizational justice on OCB on the employees of the banking industry in Ambon city weakened by the influence of local *pela gandong* culture. The results of this study are in line with some previous research findings. Quratulain and Khan (2012) in his research found that no moderation of individualism / collectivism significantly affects the procedural justice relationship with OCB. There was also no significant power distance moderation affecting the organization's justice relationship to OCB. Similar findings were also presented by Schilpzand, et al. (2013), in a study aimed at explaining the effect of employee perceptions of organizational fairness towards OCB influenced by the orientation of individual cultural values to employees in America and China. There are 5 hypotheses about the influence of cultural moderation developed which are: 1) The orientation of individualism-collectivism will moderate the relationship between organizational justice and OCB where the positive relationship will weaken if the collective orientation increases, 2) the power distance orientation will moderate the relationship between organizational justice and OCB where the positive relationship will weaken when the power distance orientation increases, The uncertainty orientation will moderate the relationship between organizational justice and OCB where a positive relationship will be stronger if the uncertainty orientation increases, 4) Masculine-feminine orientation will moderate the relationship between organizational justice and OCB where

relationships will be negative as masculine orientation increases, and positive when feminine orientation increases. The results of the study in America rejected the whole hypothesis while the results of research in China rejected the hypotheses 1 and 2 but accept hypotheses 3 and 4.

VII. IMPLICATIONS, LIMITATIONS, SUGGESTIONS FOR FUTURE RESEARCH

The result of this research provides empirical evidence of the direct influence of personality, transformational leadership, and organizational justice on performance and indirectly through OCB, along with the role of moderation of local culture "*pela gandong*". The results of this study also can be used as an additional reference especially for those who having interest in cultural relationship with employee behavior in other countries beside the same result study from North America and Europe. The results of the study are expected to provide guidance to the company's management of how personality, transformational leadership, organizational and cultural justice "*pela gandong*" can influence employees to work beyond their roles such as the emergence of OCB as well as how the behavior can affect individual performance.

In the implication, this study has various limitations. This study used the individual as a sample. Personality variable, transformational leadership, organizational justice, OCB, and employee performance are measured based on the employee's perceptions. Self-assessment by these respondents is susceptible to be bias because assessment results may be not objective. Novelty of this research is on the effort to see the influence of moderation of *pela gandong* culture against other variables developed in research model. Limiting the research sites for only in Ambon city can cause bias on the results of research and causing generalization for research results. Research samples that are limited only to employees of the banking industry which is can categorized as small one can also cause bias and problems in generalizing the results of the study.

The main reason why this research conducted is to answer the challenge from Podsakoff, et al. (2000). on future areas of development in the field of organizational behavior, especially about the antecedents and conscience of OCB at the individual level by trying to explore further variables of personality, transformational leadership and organizational justice as a variable that can affecting individual performance as a consequence of OCB and incorporating cultural variables Local as part of a multi-cultural context review of OCB. Researchers are then expected to help develop the issue by exploring other variables that influence or be influenced by OCB. The researcher is then expected to enrich the results of this study by using different units of analysis because according to the proposed limitations of this study, self-assessment by respondents is susceptible to be bias because the results of the assessment may be not objective. In the future, it is expected that more research on local *pela gandong* culture will be expected to become more accurate construct in measuring its influence on other variables especially in the scope of organizational behavior study. This will be possible because other local culture in Indonesia such as the leadership style of *Hasta Brata* and *Tri Hita Karana* as Balinese culture has turned into a construct in research. Future research samples are also expected to be more diverse as well as larger numbers so as to reduce bias and problems on generalization of research results.

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