



# The Effect of Procedural Justice, Trust, and Organization Commitment on Organization Behavior Citizenship of Private Senior High School Teacher in Bekasi District

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**Abstract.** Study aim analysing the procedural justice, trust, and organization commitment impact into teacher's organization citizenship behavior in Bekasi. Survey method with path analysis applied is used in testing the hypothesis. This research's population are consisted of 703 teachers and there were 255 teachers as samples that had chosen by using proportional random sampling technique. The results of this research had found: (1) procedural justice has positive impact into teachers' organization behavior citizenship, (2) trust have positive effects to teachers' organization citizenship behavior, (3) organization commitments have positive effect to teachers' organization citizenships behaviors, (4) the procedural justice contributes positively toward organization commitment, (5) trust bring positive effect into organization commitment. As conclusion, the researcher found the organization citizenship behavior of the teachers had affected by the procedural justice, trust, and organization commitment of the teacher.

**Keywords:** Organization Commitment · Organization Behavior Citizenship · Procedural justice · Trust

## 1 Introduction

National education should be able to make a policy in ensuring the equality of education opportunities' distribution, improve the quality of education, then the educational managements' relevancies and efficiencies in educational management. Increase the educational managements' relevancies aimed to produce the high qualified graduates that needed by the market. The educational management can be enhance by improving the plan, measurement, targetic and sustainable manner of education itself. The implementation to improve the education quality at schools also requires a good level of education, planned and systematic in order to achieve the goals. Progress and effective activities an educational institution are influence by variables as principals' professionals competencies, how the principal's in making decision, the climate and environments' works, teachers' performances, and others. These variables are need our attention continually as

mandate in Law Number 20/2003 that concerned National Education System and Implementation Guidelines in Government Regulation Number 19/2005 which is concerned the National Education Standards then hold by teacher and lecturer regulation and law. A principal's position is very professionals. Many things have been done as the efforts in improving the human's quality, which is important to achieve our national developments' purposes. Human resources play an important role in planning and implementing development. In the end, the development target will be achieved if it is supported by good and quality human resources. By understanding the organizational citizenships' behavior by Luthans, organizational citizenship behavior defined as individual freedom to behave, though direct nor indirect that can be recognized by the formal system which is encouraged the organization's functional effectively (Lutans 2008). From this understanding, we knew organizational citizenship behavior of an individual had formed outside. As additional, this behavior would not disrupt the organization, otherwise actually it helps the organizational functions more effective.

When teachers do not have organizational citizenship behavior at their schools, the level of school's progress achievement will be disrupted. If the teacher only teaches without doing anything else, the students can learn independently. The teacher will be more often experience problems about how the success of the school is their responsibility. Thus, schools are expected the teachers have more motivation to do the work beyond their mandatory. The realization of school's succeed is very dependent on the teachers at the school. They who have a high commitment with the school's value and goal will do everything as the contribution to the school's development. Problems in an organizational citizenship behaviors are unique since it "deviates" through descriptions' job of the employee. When it can be solve the organization will be more effective. The increasing of organizational citizenship behavior had considered as the effect of employee views on organizations' justice, trust, and commitment. So that was the reason why the researcher thought that is necessary to conduct this research in order to know the effects of procedural justice, trust, and organizational commitment on teachers' performances of private high schools in Bekasi Regency.

## 2 Literature Review

### *A. Organizational Citizenship Behavior (OCB)*

OCB or Organization Citizenship Behavior is something that workers performance outside their jobs. OCB such another works that push them to do the best in their work. A person who has a good organizational citizen will do the things that although it does not their duty to help other people (Schermerhorn 2010). Organizational citizenship behaviors that employees' out of their normal duty, as help the others, involving in the organization's activity actively, avoid the conflict (McShane 2008). Generally, organization citizenship behavior refer the behaviors that actually unwritten in the descriptions job nor what should they do to get the salary. For example, helped the absence colleague, polite to others, or behave that is not rewardee in formal. OCB refer to the employees' behave that outside the annual descriptions job (e.g., help a co-worker who is absent; polite to other, or behave which employee did not rewarded in formal (Steve 2008). Organization citizenship behavior are carry by employees into organization. OCB consist of employee's behavior which out their duties. As examples, gestures that produce

while constructed the ideas in discussion, expression of personal's interest during they worked, suggestions, train new employee, high spirit, keep the organization's properties, and punctuality (Kreitner 2010). Organizational citizenship behavior is conscious habits (for example support others) that can bring various profit to the organization and organizational purposes, then also the willingness to remain in the organization (Phillips 2012). Organizational citizenship behavior outside of office work is very important for the organization's viability, the image of the organization and those who accept it. Examples of organizational citizenship behavior include: help co-workers in solving their problems, making some of constructive suggestions, being the volunteer in a community (Slocum 2007). OCBs is an individual performance that is discretionary or habits of an individual outside of work, can not be recognized directly or indirectly through rewards, though it will help the promotion the function of the organization effectively. The basic personality of OCB can be a reference for the predisposing nature of employees to be more proactive, always eager to help, kindhearted, and responsible (Luthans 2011).

Organizational Citizenship Behavior is a job out of job portion should be, while can be an effective strategy in promoting organizational functioning (Robbins and Judge 2009). Organizational citizenship is can be characterized through spontaneous, volunteer, constructive impact on outcomes, and unexpected help for others, which is optional (Newstorm 2007). This behavior is considered to be able to provide great benefits to the organization, through support and advocacy, maximum work, and loyalty (Colquitt et al. 2011). It is concluded organizational citizenship behavior as act outside of its formal duties and which is carried out voluntarily, outside of its formal duties, such as: (1) helping colleagues; (2) courtesy; (3) patient; (4) a sense of concern in organization; (5) collaboration in organization development.

### *B. Procedural Justice*

Procedural justice is the rules and procedures standard of policies that should followed and applied (Schermerhorn 2012). Procedural justice is the implementation of the rules that had been agreed. Procedural fairness is used to create success and order (eg., what rules must be obeyed, the opportunity people have to give opinions and affect outcomes, etc.). For example, you apply for a job and your friends too, while she/he got it (Phillips 2012). Procedural justice as a standard procedure to run an organization and achieve its goals. For example, opinion rules, whether everyone has chance to share ideas and affect outcomes. Procedural justice is a way of managing decisions, implementing policies and rewards. The implementation procedural justice is the point in this discussion. Justice regulations and resolutions made according procedural justice. Here we will discuss aspects of the application of procedural justice. The justice that can be felt because of the regulation and resolutions made has connected to procedural justice. Procedural justice becomes a guideline as well as motivation for employees to make the best decisions in the distribution of results (Slocum 2007). Procedural justice is defined as a form of employee motivation to increase their work when they guess the rightness that can be apply in making resolutions related to divisional tasks. Procedural justice is related to the equity procedures in making decisions. For example, to increase payments based on large sales results (Luthans 2011). This will increase the motivation of an employee to work, but on the other side if there has been an inequity, the employee is the person who is the most disadvantaged.

Procedural justice is justice that is felt through the process of determining awardee. Two keys of procedural justice include manage process and explanation. Manage process is chance to give idea which can affect the outcomes of decision maker. While the explanation is a clear reason that has been given by management to someone (Robbins 2009). Procedural justice refers to a process or procedure that is fair and equitable within an organization when making decisions regarding resources and allocations. Employees will usually pay full attention to how justice is formed in decision making in all areas of work, such as salary, appraisals, training, and group task (Ivancevich 2008). When people notice there were justice, tend in approve of the decision, including the resolution of decision makers. From the concept, concluded that procedural justice is a standard of a regulation or procedure that will be used in working so that organizational goals can be achieved by the following indicators: (1) follow the rules; (2) free imagination; (3) accurate information; (4) concerned with decisions; (5) reasonable resolution; (6) balance of duties.

### *C. Trust*

Trust can be interpreted as a form of optimism from one party to the manner of other party, while that party have to make decision. Andre (2008) defines trust as an expectation or a sense of optimism from one party to the behavior of the other party in making decisions. Trust is formed from reciprocity, among the organization and its employees. Employees just believe workplace when organization's goals align with them. Trust is a form of refreshment because of the positive expectations that a individual have to others in case with certain risks. A high level of believ can occur as anybody can influence others to be in a certain risky situation and you rely on harmed (McShane and Glinow 2010). Belief refer to a person's positive expectance of others in risky situations. A high level of trust can occur when other people can influence someone to be in a certain risky situation but they believe that it will not cause harm. Through trust which refers to an individual level trust in utterance and deed of others (Greenberg 2012). Trust is defined as a sincerity follow authority based on positive expectations regarding pretence and destination (Colquitt et al. 2011).

Trust is a definite hope of others say, act, and make not opportunistic decisions (Robbins and Judge 2009). This positive hope can gradually formed and develop. Although it is hard to believe person you just known. Nevertheless, more you know anybody and form a good relation, the more trust you have to build positive expectations. Meanwhile, opportunistic nature is very risky in destroying trust in a relationship. Naturally, trust often leads to disappointment. This means that when you feel trust in another person or organization, there is a risk that you will get disappointed or feel taken advantage of. Trust is a form of one's belief in sincerity or reliable of a person or thing. In simple terms, trust is related to belief. When you trust someone, of course you will have high belief in them, from their quality and competency (De Janasz et al. 2009). You trust another person, you are trusting that person's integrity and abilities. Trust is an assumption of other person for not to do something that only benefits him/her despite ability to observe or manage it. Trust known as "the social glue that holds everything together" because it is essential for the long term sustainability of a relationship (Phillips 2012). Trust is very the key to maintain a relationship. A leader suppose employee in the organization

are trustworthy people. Otherwise, employees hope their leader is a responsible and trustworthy person in carrying out their duties. Mutual trust is considered to facilitate the achievement of organizational goals. Trust is defined as a psychological situation based on motives to receive all risks from good assumptions of the motive or performance of others. The illustration had helped us to synthesize definition of trust which is related to person's belief in motive and actions of leaders based on these: (1) believe in others; (2) positive thinking; (3) give hope to others.

#### *D. Organization Commitment*

Organizational commitment defined a form of desire of employee eagerness to persist in organization (Colquitt 2011). Organizational commitment greatly impact the continuity of employee to survive or not in the organization. Organizational commitment is a reference for an individual to know the goals of the organization and committed (Kreitner and Kinicki 2010). It illustrated the high commitment of employee who have a secure motive to obtain organization's purposes. Organizational commitment is a situation where employees have an interest target and importance of the organization. According to theories, organizational commitment including matters of trusted the organization, involve in working, and recognition organizational senses and targets. Organizational commitment or faith of employee shows level at an employee is able to get to know the organization then favorable to participate. Just as a solid magnetic can attract a metal to another object, that how it predicts the readiness of employees keep working at the company (Newstrom 2007). That is, organizational commitment is necessary to employees, especially the growth of an organization. Organizational commitment is a connection that formed among an individual and an organization which becomes a source of strength for the individual to continue to be involved in the organization. Organizational commitment can also be a reflection of the level at which employees identify goals and desire to remain in the organization (Phillips 2012). By identifying the problems carried out by an employee, it can be predicted how much employees want to survive.

Organizational commitment is the effort and hard work of an individual who last in the organization. A form of attitude in organizational commitment which follows (1) a passion to stay in an organization; (2) readiness to use all efforts in organizational behavior, and (3) firm belief, acceptance, and organizational values and goals (Luthans 2011). Organizational commitment is the ability of employees to identify organizational goals including high passion to preserve their member. There are three variety of organizational commitment: (1) Affective commitment, is emotional bond with the organization based on the beliefs and values of the organization; (2) Continuity commitment is the economic value to remain in the organization; (3) Normative commitment is responsibility to stay in the organization for reasons of moral or ethical responsibility (Robbins 2009). There are 3 forms of commitment to the organization including: (1) identifying organizational goals; (2) the vocation of the soul to fully involve oneself in organizational tasks, and (3) high loyalty to the organization (Ivanovich et al. 2008). Furthermore, organizational commitment is also indicated as force that beyond passive loyalty given to the organization. Thus, there will be an effective relation among employees and the company or organization that we call as organizational commitment. Employees are highly committed will usually devote all their force and responsibilities as the contribution to success and benefit at their workplace organizations. Based on the above concept,

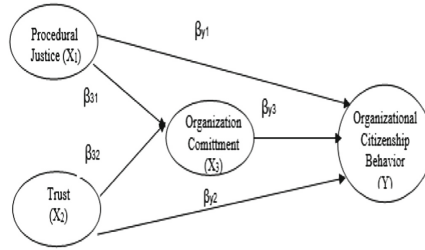


Fig. 1. Relation among variable (Source: researcher)

concluded that organizational commitment is an employee’s passion for an organization which is indicated by their loyalty and willingness to survive in the organization through certain efforts to reach organization’s purposes as following: (1) affective commitment, (2) normative commitment, (3) sustainability commitments.

### 3 Methodology

This research is quantitative research using survey through and path analysis approach. Questionnaire as a tool which applied here has been tested for validity and reliability before being used in this study. There were 255 private high school teachers in Bekasi Regency who were involved in this study, and their data was analyzed with Slovin formula. There are total 255 random samples of teacher in Bekasi Regency who were selected through a common random method. The data were collected contains number of questions that represent procedural fairness, trustworthiness, and organizational commitment, which have been empirically validated by testing the instrument. Relation among variable in this study has been described in Fig. 1.

### 4 Results and Discussions

The researcher has analysed the regression equation among these variable: (1)  $\hat{Y} = 49.678 + 0.649 X_1$ , (2)  $\hat{Y} = 44.350 + 0.683 X_2$ , (3)  $\hat{Y} = 61.448 + 0.541 X_3$ , (4)  $\hat{X}_3 = 63.699 + 0.497 X_1$ , (5)  $\hat{X}_3 = 32.976 + 0.739 X_2$ . Before conducting regression analysis in this study, there were several steps that had been taken by the researcher. The first step is examining the research hypothesis by statistical analysis or path analysis. However, it is necessary to test the analysis prerequisites first, including: (1) normality test approximate error, (2) regression linearity and significance test. Normality test measurement error has been carried out using the Liliefors test. If  $L_{count} < L_{table}$  at  $\alpha = 0.05$  regression equation is normally distributed. From the calculation results of the normality test for the estimation of test criteria if  $L_{count} < L_{table}$  at  $\alpha = 0.05$  regression equation is distributed normally. From the calculation of normality test with estimation Y for X<sub>1</sub>, Y for X<sub>2</sub>, Y for X<sub>3</sub>, X<sub>3</sub> for X<sub>1</sub>, and X<sub>3</sub> for X<sub>2</sub>, all of them shows that  $L_{count} < L_{table}$  which is meant regression equations had distributed normally.

The test of significance has been examined using ANOVA test, if  $F_{count} > F_{table}$  at  $\alpha = 0.05$  then the significant of regression coefficient between variables. Then based on the

calculation it was found that the significance test, all of them show that  $F_{count} > F_{table}$  meant significant result among regression coefficient among variables (Table 1).

The linearity of simple regression equation has been examined. If  $F_{count} < F_{table}$  meant the relation among variables are linear. The results showed linearity test calculations  $F_{count} < F_{table}$ . It meant the relationships among variables can be determined as linear.

After performing estimation tests on the normality test error, significance test and linearity regression, the next step analysed path analysis then examined hypothesis. These table below described the calculation results and path coefficients  $t_{table} = 1.651$  to  $= 0.05$  by criteria  $t_{count} > t_{table}$ . Path coefficient test showed path has been formed so that the influence between variables can be explained (Table 2).

In the table above, the path coefficient value is displayed in the important  $t_{count} > t_{table}$ . The route factor test demonstrates how well-formed the path is. This discusses how procedural fairness, trust, and organizational commitment affect private high school teachers in Bekasi’s institutional citizenship conduct. The balance of procedural justice in organizational citizenship, trust in organizational citizenship, and organizational commitment in citizenship, as well as procedural justice in organizational engagement and

**Table 1.** The Results of Regression Significance & Regression Linearity Tests

Reg	Equality	Significance Test		Linearity Test		Conclusion
		Fcount	Ftable	Fcount	Ftable	
			$\alpha = 0,05$		$\alpha = 0,05$	
Y on X <sub>1</sub>	$\hat{Y} = 49,678 + 0,649 X_1$	107,698	3,878ns	1,723	1,733**	Very significant/ Linear regression
Y on X <sub>2</sub>	$\hat{Y} = 44,350 + 0,683 X_2$	141,763	3,878 <sup>ns</sup>	0,612	1,733**	Very significant/ Linear regression
Y on X <sub>3</sub>	$\hat{Y} = 61,448 + 0,541 X_1$	92,944	3,878 <sup>ns</sup>	1,063	1,686**	Very significant/ Linear regression
X <sub>3</sub> on X <sub>1</sub>	$3 = 63,699 + 0,497 X_1$	59,559	3,878 <sup>ns</sup>	0,998	1,733**	Very significant/ Linear regression
X <sub>3</sub> on X <sub>2</sub>	$3 = 32,976 + 0,739 X_1$	213,548	3,878 <sup>ns</sup>	1,141	1,733**	Very significant/ Linear regression

(Source: Researchers)

**Table 2.** Results and Path Coefficient

Path	Correlation Coefficient	Path Coefficient	Tcount
X <sub>1</sub> to Y	r <sub>1y</sub> = 0.546	p <sub>y1</sub> = 0.341	6.592
X <sub>2</sub> to Y	r <sub>2y</sub> = 0.599	p <sub>y2</sub> = 0.386	6.116
X <sub>3</sub> to Y	r <sub>3y</sub> = 0.518	p <sub>y3</sub> = 0.108	1.694
X <sub>1</sub> to X <sub>3</sub>	r <sub>31</sub> = 0.437	p <sub>31</sub> = 0.191	3.866
X <sub>2</sub> to X <sub>3</sub>	r <sub>32</sub> = 0.677	p <sub>32</sub> = 0.598	12.102

(Source: Researchers)

trust in organizational engagement, are shown together with the pass factor. It is also determined that both external and internal variables have an impact on organizational citizenship behavior.

*A. Procedural Justice and Organizational Citizenship Behavior*

The test of hypothesis showed that there were procedural justice impact in organizational citizenship behavior with correlation coefficient 0.546 and path coefficient 0.341. The significance test was  $t_{count} = 6,592 > t_{table} = 1,651$  indicated there were significant path coefficient. First hypothesis testing result indicated  $H_0$  is rejected. It indicated that organizational citizenship conduct has been strongly impacted by procedural fairness. The route coefficient’s positive value suggested that procedural fairness had positive implications on organizational citizenship behavior. Procedure fairness improved how teachers behaved in terms of organizational citizenship. Additionally, a t-test indicated that the organizational citizenship behavior was significantly positively affected directly by job design.

According to Jex the workers are more motivated to give back to the firm by participating in OCB by considering their employer treating them appropriately or just which is in keeping with the study’s findings (Jex 2008). The three types of organizational justice stated above are distributive justice, procedural justice, and interactional justice. It has been suggested that procedural fairness is essential for improving teachers’ organizational citizenship behavior. We can only hope that the instructor will uphold the regulations that were in place at school. Teachers that are happy to carry out their obligations to the school will improve organizational citizenship behavior. Therefore, it was determined that the organizational citizenship behavior of private high school instructors in Bekasi Regency had increased due to good procedural fairness.

*B. Trust and Organizational Citizenship Behavior*

The test of hypothesis showed there were effects of trust in organizational citizenship behavior with the correlation coefficient was 0.599. Then, it got 0.386 as path coefficient. These results of significance test was  $t_{count} = 6,116 > t_{table} = 1,651$ . The results indicated there were significant path coefficient. Second hypothesis testing indicated that  $H_0$  was rejected. Trust had impact into organizational citizenship behavior. High trust will can raise organizational citizenship behavior of teachers in private high schools’ in Bekasi District. The result showed trust affected organizational citizenship behavior directly.



Trust had affected teacher's organizational citizenship behavior development. Trust that built among the employee and a manager in a management style which boost leadership skills development among leader and employe found through OCB (Ivancevich 2008). Having high self-confidence will help teacher manage and run organization built an effective communication while doing job will generate belief each other. Thus, the principal and school would not wasting time in monitoring teachers. Furthermore, teacher with high self-confidence had voluntary showing organizational behavior which helped the school succeed to reach the purposes.

### *C. The Commitment of Organization & Organization Citizenship Behavior*

With a correlation value of 0.518 and a path coefficient of 0.108, hypothesis testing revealed the relationship between organizational commitment and organizational citizenship behavior.  $T_{count} = 1,694 > t_{table} = 1.651$  was the significance test's result. The outcome showed that the path coefficient was substantial. The third hypothesis was tested, and the results showed that  $H_0$  was not accepted, indicating that organizational commitment had an impact on organizational citizenship behavior. This was viewed by teachers as an increase in organizational commitment that had improved organizational citizenship behavior among private high school instructors in the Bekasi District. This result showed that organizational commitment was the factor directly influencing organizational citizenship behavior.

Teachers' efforts to improve organizational citizenship behavior are highly influenced by organizational commitment. The findings showed that organizational commitment has a direct and beneficial influence on organizational citizenship behavior. The results of this study was correlated to McShane's theory which explained that organizational commitment increased customer satisfy since they felt old employees own more knowledges of work practices so they prefer to interact with them. In other words, employees who have high commitment also have high motivation and organizational citizenship, such as high job performance (McShane 2010). So it was found that the increase of teacher's organizational commitment in private high school teachers in Bekasi Regency.

### *D. Procedural Justice and Organization Commitment*

According to hypothesis testing, procedural fairness has a positive association with organizational commitment of 0.437 and a negative path coefficient of 0.191. The significance test result of  $t_{count} = 3,866 > t_{table} = 1.651$  showed that the route coefficient was significant. The fourth hypothesis' findings suggested that  $H_0$  is unfounded. It has been determined that procedural justice directly impacted organizational commitment. Procedural fairness has a significant impact on teachers' dedication to organization. The study's findings indicated that procedural justice has a significant impact on organizational commitment, and that procedural justice alone can raise teachers' organizational commitment in private high schools in Bekasi Regency.

This data implied procedural justice as a variable that affect teacher's organizational commitment directly. These data are accordance to McShane's opinion which stated that procedural justice has an equally important position in distributive justice, and had affect organizational commitment, trust, aggressiveness even seccesion (McShane 2010).

#### *E. Trust and Organization Commitment*

Testing of the hypotheses revealed a coefficient of correlation was 0.677 and a path coefficient of 0.598 between trust and organizational commitment. The significance test yielded the following results:  $t_{count} = 3.866 > t_{table} = 1.651$ . The findings showed a meaningful route coefficient. The fifth hypothesis was tested in this study, and the results showed that  $H_0$  is not accepted. Trust directly impacted organizational commitment, it has been determined. It means that instructors at private high schools in the Bekasi District may be more organizationally committed if there is a high level of trust. The results demonstrated how organizational commitment among teachers is directly impacted by trust as a variable. Teachers' commitment to the organization has risen due to greater trust.

This result was accordanced to Vigoda and Gadot's and opinion that mentioned along the organizational politics, support and trust have been shown, either directly or indirectly, had influenced the people in making the commitment (Vigoda-Gadot and Drory 2006). High trust had affect the development of teacher's commitment organizations level in private high school in Bekasi District.

## 5 Conclusion

According to calculations result, hypothesis testing and discussion in this research, the researcher had concluded some of points below: (1) Procedural justice has a positive direct effect on teachers' organizational citizenship behavior; (2) trust has a positive direct effect on teachers' organizational citizenship behavior; (3) organizational commitment has a positive direct effect on teachers' organizational citizenship behavior; (4) procedural justice has a positive direct effect on teachers' organizational commitment; and (5) trust has a positive direct effect on teachers' organizational commitment.

The problem of civic behavior in teacher organizations was an issue that need serious attention. Good procedural justice in schools, a good sense of trust, and high organizational commitment, are expected to help the development of teacher's organizational citizenship behavior in private high school in Bekasi Regency. That is why improving procedural fairness, trust, and organizational commitment while still pay attention to indicators can have a significant influence compared to others.

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