

The Effects of POS, Interpersonal Justice, and Affective Commitment on the OCB of Senior Secondary Teachers

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Abstract—The research objective is to find out information regarding the effects of perceived organizational support (POS), interpersonal justice, and affective commitment on organizational citizenship behavior (OCB) of senior secondary teachers at BPK PENABUR Jakarta, Indonesia. The research used the associative quantitative survey and path analysis to perform hypothesis testing. The research included a survey of 235 senior secondary teachers as random samples using a questionnaire developed. The findings of the research conclude that (1) POS has positive effects on OCB, (2) interpersonal justice has direct effects on OCB, (3) affective commitment has direct effects on OCB, (4) POS has direct effects on affective commitment, and (5) interpersonal justice has direct effects on affective commitment. Thus, it is essential to increase POS, promote interpersonal justice, as well as strengthen affective commitment to increase the level of OCB of senior secondary teachers at BPK PENABUR Jakarta, Indonesia.

Keywords—POS, interpersonal justice, affective commitment, OCB.

I. INTRODUCTION

World Bank data revealed that Indonesia has over 50 million students and 2.6 million teachers in more than 250,000 schools. While only 7 percent of primary schools are private, 56 percent of junior secondary schools and 67 percent of senior secondary schools are private. As a private educational organization, Badan Pendidikan Kristen (BPK) PENABUR, which was founded on July 19, 1950, has demonstrated its commitment to realize its vision, which is to become a quality Christian educational institution in faith, knowledge, and service, as well as to achieve its mission, which is to develop the students' full potential optimally through good quality education and teaching based on Christian values. In line with the overarching aims of the national education, BPK PENABUR Jakarta has aimed for academic excellence in 80 schools comprising of kindergarten, primary, and secondary schools, as evident, one of which, in students' high achievement in regional, national, and international Olympic championships.

In practice, high quality teachers are indispensable for academic excellence. These teachers demonstrate a high level of organizational citizenship behavior (OCB), which, for example, as stated by Hoy and Miskel, appears when teachers voluntarily helping new teachers, teachers arrive at work and meetings on time, teachers give an excessive amount of busywork (reverse score), teachers give

colleagues advance notice of change in schedule or routine; and teachers voluntarily serve on new committees [1].

However, as described by the Head of the Human Resources Division of BPK PENABUR Jakarta, there are teachers who demonstrate a low level of OCB, as they lack in: (1) generalized compliance, (2) commitment to self-development, (3) positive attitudes towards superiors and/or colleagues, and (4) organizational loyalty, as evident, one of which, in the high level of turnover.

Thus, it is necessary to investigate some main factors affecting teachers' levels of OCB, namely perceived organizational support (POS), interpersonal justice, and affective commitment.

A. Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) according to Organ, Podsakoff and MacKenzie is individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in aggregate promotes the efficient and effective functioning of the organization [2][3]. Similarly, Colquitt, Lepine, and Wesson defined OCB as voluntary employee activities that may or may not be rewarded but that contribute to the organization by improving the overall quality of the setting in which work takes place [4]. Some examples of discretionary individual behavior and/or voluntary employee activities are working after office hours to complete work, performing other work related duties beyond major duties and responsibilities, and taking precautionary actions in the face of risks, such as turmoil, theft, destruction, and other misfortunes.

In addition, McShane and Von Glinow stressed on OCB as various forms of cooperation and helpfulness to others that support the organization's social and psychological context [5]. Similarly, as mentioned in the reference number 1, [1]-Hoy and Miskel also explained that organizational citizenship is behavior that goes beyond the formal responsibilities of the role by actions that occur freely to help others achieve the task at hand. Some forms of cooperation and helpfulness to others, with respect to OCB, are realizing the impact of one's action on the company's public image, helping colleagues (when necessary), attending functions and/or informal events, and staying updated with organizational changes.

Having the commitment to self-development and a sense of purpose as part of a larger community also demonstrates a high level of OCB.

Thus, in short, as Schermerhorn stated, OCB is a willingness to 'go beyond the call of duty' or 'go the extra mile' in one's work [6].

B. Perceived Organizational Support

According to Rhoades and Eisenberger, a meta-analysis indicated that 4 (four) major categories of beneficial treatment received by employees (i.e., fairness, supervisor support, organizational rewards and favorable job conditions) were associated with POS [7].

Eisenberger, Huntington, Hutchison, and Sowa explained that employees develop global beliefs concerning the extent to which the organization values their contribution and cares about their well-being [8].

With regard to organizational support, George and Jones defined it as the extent to which an organization cares about the well-being of its members, listen to their complaints, tries to help them when they have a problem, and treat them fairly [9].

Similarly, Kurtessis, Eisenberger, Ford, Buffardi, Steward, and Adis stressed that organizational support theory has attracted considerable interest because of the potential value of viewing the employee-organization relationship from the employees' viewpoint, the clarity of the POS construct, and the strong associations of POS with affective organizational commitment, job satisfaction, and other attitudinal outcomes [10].

C. Interpersonal Justice

Gibson, Ivancevich, Donnelly Jr., and Konopasko defined interpersonal justice as judgments made by employees about whether they feel fairly treated by their supervisors and other authorities in the organization [11]. Similarly, Bernardin and Russel stated that interpersonal justice is associated with the treatment an employee receives from a supervisor or manager as decisions are being made [12].

Colquitt, Lepine, and Wesson explained that interpersonal justice reflects the perceived fairness of the treatment received by the employee from authorities. Interpersonal justice is fostered when authorities adhere to two particular rules. The respect rule pertains to whether authorities treat the employee in a dignified and sincere manner, and the propriety rule reflects whether authorities refrain from making improper or offensive remarks [13].

Employee perceived level of interpersonal justice depends on the openness, honesty, dignity, and respect demonstrated by authorities in an organization.

Thus, in short, as Griffin stressed interpersonal justice relates to the degree of fairness people see in how they are treated by others in their organization [14].

D. Affective Commitment

According to Phillips and Gully, affective commitment is the positive emotional attachment to the organization and strong identification with its values and goals [15]. Similarly, Kreitner and Kinicki stated that affective commitment refers to the employee's emotional attachment

to, identification with, and involvement in the organization [16]. In addition, Robin and Judge also explained that affective commitment is an emotional attachment to the organization and a belief in its values [17].

Affective commitment leads to organizational loyalty. Quick and Nelson explained that, affective commitment is an employee's intention to remain in an organization because of a strong desire to do so. It consists of 3 (three) factors: (1) a belief in the goals and values of the organization; (2) a willingness to put forth effort on behalf of the organization; and (3) a desire to remain a member of the organization [18]. Organizational loyalty is essential to aim for a high level of work performance.

II. METHOD

A. Participants and Procedures

The research used the quantitative approach and path analysis to conduct hypothesis testing. There are 4 (four) variables in this research, namely POS (X_1) and interpersonal justice (X_2) as the exogenous variables, as well as affective commitment (X_3) and OCB (Y) as the endogenous variables. The theoretical framework diagram of the research is presented in Figure 1.

The research was conducted in January-July 2017 which included a survey by questionnaire. The sample targets were 235 senior secondary teachers which were selected from 13 BPK PENABUR Jakarta schools using the proportional random sampling technique.

B. Measures

Respondents were presented with a Likert scale questionnaire. They were asked to rate their extent of agreement or disagreement with statements concerning OCB, POS, interpersonal justice, and affective commitment.

OCB is a discretionary behavior or willingness to 'go beyond the call of duty' on behalf of an organization. There are 5 (five) interpretable OCB indicators, namely (1) altruism, (2) conscientiousness, (3) sportsmanship, (4) courtesy, and (5) civic virtue. OCB was measured with a 5 (five)-item scale (1 = never; 2 = ever; 3 = rarely; 4 = often; and 5 = very often).

POS is the perceived level of organizational support received by employee. There are 4 (four) POS interpretable indicators, namely (1) fairness, (2) supervisor support, (3) organizational rewards, and (4) favorable job conditions. POS was measured with a 5 (five)-item scale (1 = strongly disagree; 2 = disagree; 3 = neither agree nor disagree; 4 = agree; and 5 = strongly agree).

Interpersonal justice is the perceived fairness of treatment received by employee from authorities. There are 4 (four) interpretable indicators to identify interpersonal justice, namely (1) explanation, (2) social sensitivity, (3) consideration, and (4) empathy. Interpersonal justice was measured with a 5 (five)-item scale (1 = never; 2 = ever; 3 = rarely; 4 = often; and 5 = very often).

Affective commitment is demonstrated in employee's organizational loyalty - an emotional attachment which is developed as the employee accepts and believes in organizational values and objectives. There are 4 (four) interpretable indicators to identify affective commitment, namely (1) involvement in organization, (2) emotional

attachment, (3) acceptance of organization values, and (4) loyalty. Affective commitment was measured with a 5 (five)-item scale (1 = never; 2 = ever; 3 = rarely; 4 = often; and 5 = very often).

C. Hypotheses

The research hypotheses are as follows:

Hypothesis 1: POS (X_1) has significant effects on OCB (Y).

$H_0: \beta_{y1} \leq 0$

$H_1: \beta_{y1} > 0$

Hypothesis 2: Interpersonal justice (X_2) has significant effects on OCB (Y).

$H_0: \beta_{y2} \leq 0$

$H_1: \beta_{y2} > 0$

Hypothesis 3: Affective commitment (X_3) has significant effects on OCB (Y).

$H_0: \beta_{y3} \leq 0$

$H_1: \beta_{y3} > 0$

Hypothesis 4: POS (X_1) has significant effects on affective commitment (X_3).

$H_0: \beta_{31} \leq 0$

$H_1: \beta_{31} > 0$

Hypothesis 5: Interpersonal justice (X_2) has significant effects on affective commitment (X_3).

$H_0: \beta_{32} \leq 0$

$H_1: \beta_{32} > 0$

III. RESULTS AND DISCUSSIONS

Regression analysis was carried out to estimate relationships among variables, whereas correlation analysis was carried out to measure the strength of relationships among variables.

The first stage of hypothesis testing, which was performed using a set of measurement data consisting of pairs of exogenous variables and endogenous variables, reveals the effects of exogenous variables on endogenous variables. The relationship is presented in a regression equation model.

The first requirement in the path analysis is the research samples must be from normal distribution populations. The estimated normality error test can be analysed by Lilliefors test, as seen in Table 1.

TABLE I. NORMALITY TEST

| Galant Estimate | L_{value} | L_{table} | Conclusion |
|---------------------|-------------|-------------|------------|
| X_1 towards Y | 0.055 | 0.058 | Normal |
| X_2 towards Y | 0.057 | 0.058 | Normal |
| X_3 towards Y | 0.053 | 0.058 | Normal |
| X_1 towards X_3 | 0.053 | 0.058 | Normal |
| X_2 towards X_3 | 0.056 | 0.058 | Normal |

The calculation results of normality test for gallant estimation based on Table 1 can be explained as follow:

1. Normality test for POS (X_1) towards OCB (Y) as L_{value} is 0.055, while L_{table} for $n = 235$ at $\alpha = 0.05$ is 0.058. As $L_{value} < L_{table}$, so it can be concluded that POS towards OCB comes from a normal distribution population.
2. Normality test for interpersonal justice (X_2) towards OCB (Y) as L_{value} is 0.057, while L_{table} for $n = 235$ at $\alpha = 0.05$ is 0.058. As $L_{value} < L_{table}$, so it can be concluded that

interpersonal justice towards OCB comes from a normal distribution population.

3. Normality test for gallant estimation affective commitment (X_3) towards OCB (Y) as L_{value} is 0.053, while L_{table} for $n = 235$ at $\alpha = 0.05$ is 0.058. As $L_{value} < L_{table}$, so it can be concluded that affective commitment towards OCB comes from a normal distribution population.
4. Normality test for gallant estimation POS (X_1) towards affective commitment (X_3) as L_{value} is 0.053, while L_{table} for $n = 235$ at $\alpha = 0.05$ is 0.058. As $L_{value} < L_{table}$, so it can be concluded that POS towards affective commitment comes from a normal distribution population.
5. Normality test for gallant estimation interpersonal justice (X_2) towards affective commitment (X_3) as L_{value} is 0.056, while L_{table} for $n = 235$ at $\alpha = 0.05$ is 0.058. As $L_{value} < L_{table}$, so it can be concluded that interpersonal justice towards affective commitment comes from a normal distribution population.

The second requirement is the regression equation model must be tested for significance and linearity using the F-test in the ANOVA table prior to drawing conclusions in hypothesis testing. The criteria for significance and linearity test are as follows: (1) significant regression: $F_{value} \geq F_{table}$ in the regression line; and (2) linear regression: $F_{value} < F_{table}$ in the miss match. The correlational analysis was carried out to review the significance of the relationships between exogenous variables and endogenous variables. The results of significance correlation test with respect to simple regression and linear regression is presented in Table 2.

TABLE II. SIGNIFICANCE AND LINEARITY TEST

| Reg. | Significance Test | | Linearity Test | | Conclusions |
|---------------------|-------------------|------------------------------|----------------|------------------------------|------------------------|
| | F_{value} | F_{table} $\alpha=0.05$ | F_{value} | F_{table} $\alpha=0.05$ | |
| X_1 towards Y | 59.060 | 3.882** | 1.197 | 1.400 ^{ns} | Significant and linear |
| X_2 towards Y | 64.887 | 3.882** | 0.725 | 1.412 ^{ns} | Significant and linear |
| X_3 towards Y | 103.875 | 3.882** | 1.263 | 1.421 ^{ns} | Significant and linear |
| X_1 towards X_3 | 84.896 | 3.882** | 1.361 | 1.400 ^{ns} | Significant and linear |
| X_2 towards X_3 | 130.910 | 3.882** | 1.280 | 1.412 ^{ns} | Significant and linear |

The significance and linearity test results from Table 2 indicate as follows:

1. The significant effects of POS on OCB as F_{value} is 59.060, while F_{table} on the error level $\alpha = 0.05$ is 3.882. As $F_{value} > F_{table}$, it can be concluded that POS regression equation on OCB is significant. Furthermore, the regression linearity test reveals that F_{value} is 1.197 and F_{table} on the error level $\alpha = 0.05$ is 1.400. As $F_{value} < F_{table}$, it can be concluded that the regression equation of POS on OCB is linear.
2. The significant effects of interpersonal justice on OCB as F_{value} is 64.887, while F_{table} on the error level $\alpha = 0.05$ is 3.882. As $F_{value} > F_{table}$, it can be concluded that regression equation of interpersonal justice on OCB is significant. Furthermore, the regression linearity test reveals that F_{value} is 0.725 and F_{table} on the error level $\alpha = 0.05$ is 1.412. As $F_{value} < F_{table}$, it can be concluded that the regression equation of interpersonal justice on OCB is linear.

3. The significant effects of affective commitment on OCB as F_{value} is 103.875, while F_{table} on the error level $\alpha = 0.05$ is 3.882. As $F_{\text{value}} > F_{\text{table}}$, it can be concluded that regression equation of affective commitment on OCB is significant. Furthermore, the regression linearity test reveals that F_{value} is 1.263 and F_{table} on the error level $\alpha = 0.05$ is 1.421. As $F_{\text{value}} < F_{\text{table}}$, it can be concluded that the regression equation of affective commitment on OCB is linear.
4. The significant effects of POS on affective commitment as F_{value} is 84.896, while F_{table} on the error level $\alpha = 0.05$ is 3.882. As $F_{\text{value}} > F_{\text{table}}$, it can be concluded that POS regression equation on affective commitment is significant. Furthermore, the regression linearity test reveals that F_{value} is 1.361 and F_{table} on the error level $\alpha = 0.05$ is 1.400. As $F_{\text{value}} < F_{\text{table}}$, it can be concluded that the regression equation of POS on affective commitment is linear.
5. The significant effects of interpersonal justice on affective commitment as F_{value} is 130.910, while F_{table} on the error level $\alpha = 0.05$ is 3.882. As $F_{\text{value}} > F_{\text{table}}$, it can be concluded that regression equation of interpersonal justice on affective commitment is significant. Furthermore, the regression linearity test reveals that F_{value} is 1.280 and F_{table} on the error level $\alpha = 0.05$ is 1.412. As $F_{\text{value}} < F_{\text{table}}$, it can be concluded that the regression equation of interpersonal justice on affective commitment is linear.

The coefficient correlation shows the closeness of the relationship between variables. This correlation coefficient is then used as the basis for calculating or analyzing the direct effect of an exogenous variable on endogenous variable on the path structure in the model. The coefficient correlations from regression equations are presented in Table 3.

TABLE III. COEFFICIENT CORRELATIONS

| Regressions | t_{value} | t_{table} $\alpha=0.05$ | Coefficient Correlations |
|---------------------|--------------------|-------------------------------------|-----------------------------|
| X_1 towards Y | 2.755 | 1.970 | 0.450 |
| X_2 towards Y | 2.152 | 1.970 | 0.467 |
| X_3 towards Y | 5.409 | 1.970 | 0.555 |
| X_1 towards X_3 | 4.749 | 1.970 | 0.517 |
| X_2 towards X_3 | 7.707 | 1.970 | 0.600 |

The result of path analysis, in which the first sub-structural model confirms that POS and interpersonal justice have effects on affective commitment of senior secondary teachers at BPK PENABUR, Jakarta, Indonesia, is presented in Table 4.

TABLE IV. PATH COEFFICIENT OF SUBSTRUCTURE 1

| Coefficients ^a | | | | | | |
|---------------------------|-----------------------------|------------|---------------------------|-------|-------|-------|
| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | |
| | B | Std. Error | Beta | | | |
| 1 | (Constant) | 35.588 | 5.357 | | 6.457 | 0.000 |
| | POS | 0.225 | 0.047 | 0.279 | 4.749 | 0.000 |
| | Interpersonal Justice | 0.399 | 0.052 | 0.454 | 7.707 | 0.000 |

a. Dependent Variable: Affective Commitment

The analysis of the second sub-structural model confirms that POS, interpersonal justice, and affective commitment has effects on the OCB, is presented in Table 5.

TABLE V. PATH COEFFICIENT OF SUBSTRUCTURE 2

| | | Coefficients ^a | | | | |
|-------|--------------------------|--------------------------------|------------|------------------------------|-------|-------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 59.468 | 6.189 | | 9.608 | 0.000 |
| | POS | 0.145 | 0.053 | 0.179 | 2.755 | 0.006 |
| | Interpersonal Justice | 0.133 | 0.062 | 0.149 | 2.152 | 0.032 |
| | Affective Commitment | 0.378 | 0.070 | 0.373 | 5.409 | 0.000 |

a. Dependent Variable: OCB

A. Effects of POS on Affective Commitment

Table 3 indicates the correlations coefficient POS towards affective commitment is 0.517. Table 4 indicates the path coefficient POS towards affective commitment (p_{31}) is 0.279, and $t_{\text{value}} = 4.749 > t_{\text{table}} = 1.970$ ($\alpha = 0.05$). Thus, H_0 is rejected and H_1 is accepted. Path coefficient (p_{31}) significantly indicates that POS has direct effects on affective commitment.

According to Rhoades and Eisenberger, POS should also increase affective commitment by fulfilling such socio emotional needs as affiliation and emotional support [19].

Based on the aforementioned calculations, the empirical verification, and analysis, it is found that POS has direct effects on affective commitment.

B. Effects of Interpersonal Justice on Affective Commitment

Table 3 indicates the correlations coefficient interpersonal justice towards affective commitment is 0.600. Table 4 indicates the path coefficient interpersonal justice towards affective commitment (p_{32}) is 0.454, and $t_{\text{value}} = 7.707 > t_{\text{table}} = 1.970$ ($\alpha = 0.05$). Thus, H_0 is rejected and H_1 is accepted. Path coefficient (p_{32}) significantly indicates that interpersonal justice has direct effects on affective commitment.

According to Luthans, a recent study moved to the level of overall justice climate (procedural, informational, and interpersonal) and found it related to various work outcomes (commitment, satisfaction, and citizenship behaviors) [20].

Based on the aforementioned calculations, the empirical verification, and analysis, it is found that interpersonal justice has direct effects on affective commitment.

C. Effects of POS on OCB

Table 3 indicates the correlations coefficient POS towards OCB is 0.450. Table 5 indicates the path coefficient POS towards OCB (p_{y1}) is 0.179, and $t_{\text{value}} = 2.755 > t_{\text{table}} = 1.970$ ($\alpha = 0.05$). Thus, H_0 is rejected and H_1 is accepted. Path coefficient (p_{y1}) significantly indicates that POS has direct effects on OCB.

Rhoades and Eisenberger stated that employees' perceptions of organizational support can influence OCB by increasing employees' sense of obligation and desire to reciprocate to the organization, fulfill their socio emotional needs, establish a social identity, and enhance their job satisfaction and commitment to the organization [21].

Based on the aforementioned calculations, the empirical verification, and analysis, it is found that POS has direct effects on OCB.

D. Effects of Interpersonal Justice on OCB

Table 3 indicates the correlations coefficient interpersonal justice towards OCB is 0.467. Table 5 indicates the path coefficient interpersonal justice towards OCB (p_{y2}) is 0.149, and $t_{\text{value}} = 2.152 > t_{\text{table}} = 1.970$ ($\alpha = 0.05$). Thus, H_0 is rejected and H_1 is accepted. Path coefficient (p_{y2}) significantly indicates that interpersonal justice has direct effects on OCB.

As mentioned in the reference number 20, [20]—according to Luthans, a recent study moved to the level of overall justice climate (procedural, informational, and interpersonal) and found it related to various work outcomes (commitment, satisfaction, and citizenship behaviors). A high level of OCB evident in voluntary behavior can increase if employee perceives fairness in relationships with authorities in an organization.

Based on the aforementioned calculations, the empirical verification, and analysis, it is found that interpersonal justice has direct effects on OCB.

E. Effects of Affective Commitment on OCB

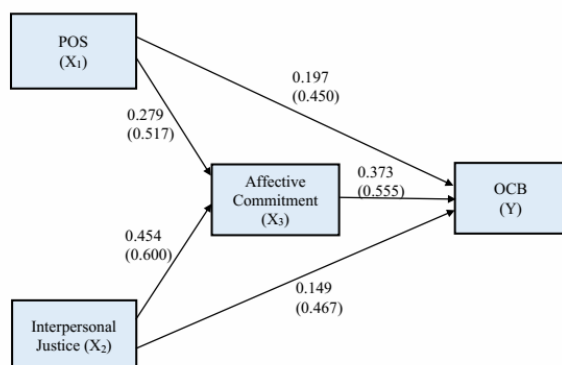
Table 3 indicates the correlations coefficient affective commitment towards OCB is 0.555. Table 5 indicates the path coefficient affective commitment towards OCB (p_{y3}) is 0.373, and $t_{\text{value}} = 5.409 > t_{\text{table}} = 1.970$ ($\alpha = 0.05$). Thus, H_0 is rejected and H_1 is accepted. Path coefficient (p_{y3}) significantly indicates that affective commitment has direct effects on OCB.

George and Jones revealed that when affective commitment is high, employees are likely to want to do what is good for the organization and, thus, perform OCBs [22]. Morrison in Jex, stated that employees were most likely to classify OCBs as in-role behaviors when they reported high levels of both job satisfaction and affective organizational commitment [23].

Based on the aforementioned calculations, the empirical verification, and analysis, it is found that affective commitment has direct effects on OCB.

The findings from path analysis confirmed that POS, interpersonal justice, and affective commitment has effects on OCB of senior secondary teachers at BPK PENABUR Jakarta, Indonesia, as presented in Figure 1.

FIG. 1 EMPIRICAL MODEL BASED ON PATH ANALYSIS



IV. CONCLUSIONS

The findings of this research conclude that there is a correlation between the 3 (three) variables, namely POS, interpersonal justice, as well as affective commitment and OCB of senior secondary teachers at BPK PENABUR Jakarta, Indonesia, with affective commitment contributing the most significant impact with regard to the level of OCB.

Teachers with a high level of OCB demonstrate altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. The level of teachers' OCB can increase if teachers' personal beliefs and values are in line with the organizational values and objectives, as they feel the emotional attachment with the organization. Teachers with strong affective commitment have organizational loyalty, one of which is demonstrated by the increase of (voluntary) involvement in school programs.

The level of teachers' OCB can also increase if teachers perceive fairness in their relationships with the school principals as their superiors in everyday interactions. When teachers are treated well, they work harder in return for the realization of educational objectives and their level of affective commitment increases as result. Thus, it is important that principals demonstrate empathy, such as by making considerate decisions and being sensitive when explaining such decisions, giving fair organizational rewards, and ensuring favorable job conditions.

BPK PENABUR Jakarta as one of private educational institution needs always to develop itself as an organization. High quality teachers with high level of OCB are indispensable for schools achievement. The schools achievement will be the key of the achievement of BPK PENABUR Jakarta in the long term.

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