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THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON WORK MOTIVATION INIMPROVING ORGANIZATIONAL CITIZENSHIP BEHAVIORIN THE PARENT COOPERATIVE OF EMPLOYEES OF THE REPUBLIC OF INDONESIA (IKP-RI)

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ABSTRACT

The purpose of this study was to obtain valid and reliable empirical data, facts, and information regarding the effect of transformational leadership style and organizational culture on motivation in improving organizational citizenship behavior in the Parent Cooperative Employees of the Republic of Indonesia (IKPRI). The population used in this study was 210 employees of IKPRI by using the method of determining the sample using the census technique. The analysis technique used is path analysis technique. The results of the analysis show that the transformational leadership style has a positive and direct effect on work motivation. Organizational culture has a direct and positive effect on work motivation. Transformational leadership style has a direct and positive effect on motivation and then work motivation has a direct effect on OCB.

INTRODUCTION

The world is currently faced with a condition called The World Borderless or a world without borders. On the other hand, advances in information technology and the internet of things (IoT) create disruption. This condition has various impacts, both positive and negative on various aspects, including political, social, cultural, legal, and economic aspects. These conditions require that every company should pay great attention to the company's internal and external environment, in order to know the factors that influence change and success in

competing. In addition, management is also required to understand well its human resources. A good, detailed and complete understanding of the company's human resources is very important to respond to rapid changes. "Understanding all human resources regarding functions, roles, skills, activities, and approaches in carrying out management has an important meaning for achieving organizational goals, especially in an ever-changing environmental condition (Wibowo, 2011).

According to Rivai (2009), human resources are also a driver of creativity and innovation within a company which will increase the reputation and profit of the company in the long term. This means that companies that want to have a long and sustainable life must place reliable human resources as human capital. HR development in companies must be prioritized to improve performance, develop corporate culture and support the implementation of innovation and flexibility, he stressed.

Cooperatives are people's economic organizations with a social character, consisting of individuals or cooperative legal entities which constitute an economic arrangement as a joint effort based on the principle of kinship (Pandji Anoraga, Ninik Widiyanti: 2003). In 1995 the International Cooperative Alliance (ICA), which is a unifying forum for the worldwide cooperative movement, defined a cooperative as "an autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through their own enterprise. Together and they control democratically". Based on the ICA, in Article 1 of Law No. 25 of 1992 concerning Cooperatives, cooperatives are defined as "business entities consisting of individuals or cooperative legal entities based on their activities based on cooperative principles as well as people's economic movements based on the principle of kinship" Agus Tri Darmawanto (2015).

From the above understanding, Cooperatives as business entities that have a family spirit, in order to adapt to the times, must also be well acquainted with their human resources on the one hand and on the other hand align their HR competencies with changing times. The success or failure of cooperatives is determined by the comparative advantage of cooperatives. This can be seen in the ability of cooperatives to compete in providing services to members and their businesses to survive and develop in carrying out their business. Empirical experience in foreign countries and in our own country shows that the market structure of cooperative businesses affects the performance and success of cooperatives (Ismangil, 1989) in Camelia Fanny Sitepu and Hasyim (2018) in an article entitled Economic Development of Indonesian Cooperatives, Niagawan, and Vol 7 No 2 July.

Parent Cooperative Employees of the Republic of Indonesia in its long journey, has made various changes, including by building a new business unit. Unfortunately, the addition of the new business unit has not been followed by good management and human resource governance. So even though the business is growing, but because it is not followed by employee development as quality human capital, it has an impact on the low quality of employee OCB. Even the employee turnover rate is also high, including some senior employees.

In fact, according to Organ in Triyanto (2009), that one that can support the success of a company, starts with maximizing individual performance. Because the performance of each individual affects the performance of a company or organization as a whole.Where good performance is formed from the behavior of employees expected by the company or institution, it is not only in role behavior, namely only doing work according to the tasks in the job description but also extra role behavior or also called Organizational Citizenship Behavior. (Organ quoted by Triyanto, 2009).

Various other opinions also expressed the importance of behavior of employees who want to work beyond the existing job description, especially in an era of rapid change. Robbins and Judge (2015) state that successful organizations need employees who will do more than just their formal duties and are willing to provide performance that exceeds expectations. Robbins and Judge point out a number of facts that organizations that have employees who have good OCB will have better performance than other organizations. In today's dynamic world of work, where tasks are increasingly being done in teams, flexibility is essential. Organizations want employees who are willing to perform tasks that are not listed in their job descriptions (Robbins and Judge, 2015). Organizational Citizenship Behavior (OCB) tends to see employees as social beings rather than as selfish individuals. As social beings, humans have the ability to have empathy for other people and their environment and harmonize their values. With the values of the environment to maintain and improve better social interactions.This behavior arises because of the feeling of being part of an institution or organization and feeling satisfied when you have done something more, to the institution or cooperative. This is what makes employees continue to contribute to the organization so that the organization does not need to recruit new employees because of employee turnover or turnover within the company.

If we look closely at the understanding of OCB above, it appears that it has a wedge with cooperative values and spirit. A cooperative whose reason for its establishment is based on the spirit and identity of togetherness, volunteerism and mutual help among the members of the cooperative, is very in accordance with the OCB behavior. Surprisingly, in the author's initial research at IKPRI, the OCB intelligence level of IKPRI employees did not seem to be growing well. The ideal of a cooperative spirit that is full of brotherhood, volunteerism and helpfulness does not seem to have happened as in the early generation of its founders who were very compact and solid. What happened was the opposite work behavior, such as employee behavior that seemed less motivated (low motivation), arriving early but leaving late, not liking to help colleagues do their work, employee participation in the organization was also low at IKPRI. The behavior of employees who like to complain, which is still visible in the IKPRI Cooperative, indicates the low OCB of the IKPRI Cooperative. From this thought, Cooperatives as a family-based business institution ideally are not only required to provide benefits to members, but also become a forum for empowerment, which can transform positive culture, organizational intelligence to transmission media for social entrepreneurship and leadership development.

The purpose of this study was to analyze the effect of transformational leadership style on motivation, the influence of organizational culture on motivation, and the influence of motivational variables on organizational citizenship behavior at IKPRI.

LITERATUREREVIEW

Organizational Citizenship Behavior (OCB)

The term Organizational Citizenship Behavior (OCB) was first proposed by Organ, which was defined as Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization. (Dennis W. Organ, Philip M. Podsakoff, and Scott B. McKenzie, 2006:8). Discretionary means certain behavior in certain contexts and is not an absolute requirement of a job description (a literal term or a clear specification of a person's employment contract with the organization).

According to Robbins and Coulter (2012), "OCB is discretionary behavior that's not part of an employee's formal job requirements, but which promotes the effective functioning of the organization". That OCB is a voluntary behavior outside the formal rules of work and will result in the effective functioning of an organization. According to Greenberg and Baron (2003), OCB is an action taken by members of the organization that exceeds the formal provisions of the job. Johns in Triyanto, A. (2009), suggests that OCB has the characteristics of voluntary behavior that is not included in the job description, spontaneous behavior / without certain suggestions or orders, helpful behavior, and behavior that is not easily seen and assessed through performance evaluation. Based on some of the concepts above, OCB can be synthesized as employee behavior that exceeds standard norms and voluntarily without expecting compensation by setting an example or role model for the work environment and organization with indicators: 1) Actions to help others (Altruism), 2) acts of obedience towards organizational rules (Consciences), 3) sportsmanship, 4) respect for others (Courtesy), 5) responsible actions (Civic Virtue).

Transformational Leadership Style

Leadership styles are defined by various experts. Tony Kippenberger (2016), illustratively describes "style" as in the following statement.

Generally, in this type of context, style is taken to mean a way of behaving. But behavior show itself in many different forms. It can be mannerisms such as the use of voice and the tone and volume employed, or in body language and physical demeanor. It can be what we say - words that can vary across the spectrum from aggressive to placatory. It can be in the form of conduct, which may express calmness or agitation.

Style is defined as a way of behaving, and this behavior is shown in various forms, for example the use of voice, intonation, loudness of voice, or body language and posture. This can be seen on a spectrum ranging from aggressive

to conciliatory, which may express calm or aggression. The above understanding when contextualized to the style of a leader, then "body language" - Body language such as voice intonation, expressions, certain reactions, and how to command subordinates are included in the leadership style. Toha conveyed the same view.

Robbins specifically describes transformational leaders as a type of leader who pays attention to the things and development needs of each of his followers. This is also the allure of this leadership style for the millennial generation. "Transformational leaders change followers' awareness of issues by helping them looks at old problems in new ways, and they are able to excite, excite, and inspire followers to put in extra effort to achieve group goals. There are four characteristics of transformational leaders: a. Charisma: imparts vision and a sense of mission, instills pride, earns respect and trust; b. Inspiration: communicates high expectations, uses symbols to focus efforts, describes important intentions in simple terms; c. Intellectual stimulation: encourage intelligence, rationality, and careful problem solving; and d. Individual considerations: provide personal attention, serve employees personally, train and advise. Transformational leaders are seen as an effective leadership model according to Stephen Robbin and Timothi (2011:261), because this leadership style is considered to inspire followers to prioritize the needs of the organization beyond self-interest.

According to Bass and Riggio as quoted by Setiawan and Muhith, (2003:3) gives an understanding of transformative leadership as follows:

"Transformational leaders are those who stimulate and inspire followers to both achieve extraordinary outcomes and, on the process, develop their own leadership capacity. Transformational leader's help followers grow and develop into leaders by responding to individual followers' needs by empowering them and by aligning the objectives and goals of the individual followers, the leader, the group, and the larger organization. More evidence has accumulated to demonstrate that transformational leadership can move followers to exceed expected performance, as well as lead to high levels of follower satisfaction and commitment to the group and organization".

From this description, it is very clear that the position and role of transformational leadership can be interpreted as a leader's spirit to transform or change something into another form that is different and more perfect. A transformational leader is measured by the level of trust, obedience, admiration, loyalty, and respect of his followers. Meanwhile, followers are motivated to move and do better to achieve organizational goals. Based on some of the concepts described above, the synthesis of leadership style is the overall activity of a leader in influencing people to want to work together to achieve a desired goal along with indicators: Idealized Influence, Inspirational Motivation, Individualized Consideration and Intellectual Stimulation.

Organizational Culture

Colquitt, LePine and Wesson (2013:546). Defines organizational culture as follows: "organizational culture as the shared social knowledge within an organization regarding the rules, norms, and values that shape the attitudes and behaviors of its employees this means that organizational culture is a shared social knowledge in an organization regarding the rules, norms and values that shape the attitudes and behaviors of its employees.M. Ivancevich and Robert Konopaske (2013), define organizational culture as follows: "Organization culture refreshes to a system of shared meaning held by members that distinguishes the organization from other organizations, culture can have an impact on the behavior, productivity and expectations of employes."

Robbins (Robbins, et.al, 2011) gives the characteristics of a good organizational culture in Dingot Hamonangan Ismail (2020), having at least 7 main characteristics, namely: (1) Innovation and the courage to take risks (Innovation and risk taking), is the extent to which the organization encourage employees to be innovative and take risks. In addition, how the organization values employee risk-taking and generates employee ideas; (2) Attention to detail, is the extent to which the organization expects employees to show thoroughness, analysis and attention to detail; (3) Oriented to results (Outcome orientation), is the extent to which management focuses on results rather than on the techniques and processes used to achieve these results; (4) People orientation, is the extent to which management decisions take into account the influence on people in the organization; (5) Team orientation, is the extent to which work activities are organized around teams to support collaboration, not individuals; (6) Aggressiveness, is the extent to which people in the organization are aggressive and competitive to carry out the organizational culture as well as possible instead of being calm; (7) Stability or stability, is the extent to which organizational activities emphasize the status quo rather than growth.

From the above understanding, it is explained that organizational culture is a system of shared meaning held by members of an organization that can distinguish one organization from another. Furthermore, Schein defines organizational culture as follows: The culture of a group can now be defined as a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. (Edgar H. Schein: 2004).

The point of the above statement is that the essence of culture is that there is a pattern of basic assumptions created, discovered, or developed by a particular group while learning to deal with problems of external adaptation and internal integration, which have worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to the problems they face. The definition is almost similar to that put forward by (John R. Schermerhon, 2010:213). Said that organizational culture, "organizational culture is the predominant value system for the organizations as a whole" It can be interpreted that organizational culture is the dominant value system for the organization as a whole. Then, according to Mondy and Noe (2006:274), among the characteristics of organizational culture

Strong strength consists of seven indicators, namely: (1) trust in subordinates (trust in subordinates); (2) open communication (open communication); (3) leadership that pays attention to and supports others (considerate and supportive leadership); (4) solve problems with a team (team problem solving); (5) independent workers (worker autonomy); (6) various information (information sharing); and (7) high output and goals (high output goals). The theory that has been explained that organizational culture is the basic philosophy of an organization that contains shared beliefs, norms, and values that are the core characteristics of how to do things.An organization with indicators: 1. Innovation and risk taking (Innovation and risk taking), 2. Attention to detail (Attention to detail), 3. Oriented to results (Outcome orientation), 4. Oriented to people (People orientation), 5. Team orientation, 6. Aggressiveness and 7.Stability or stability is the institution's attention to the status quo rather than growth.

Work Motivation

Feist (2013:428) quotes Buss' opinion on motivation that: Motivation and emotion are directly linked with stable personality traits. If one regularly is driven to achieve and win in competitions and is status- oriented, then we label that person as "dominant"or "power- oriented". A person who regularly acts in ways to bring people together is "agreeable". Likewise, if one often experiences sadness, shame, guilt, or anxiety when other people do not, we might say that person is "anxious". Motivation is part of personality.

Motivation is the set of attitudes that predisposes a person to act in a specific goal-directed way. Motivation is thus an inner state that energizes, channels, and sustains human behavior to achieve goals. Work motivation is concerned with those attitudes that channel a person's behavior toward work and away from recreation or other areas of life. The motivation to work is likely to change as other life activities change.

Motivation is a set of attitudes that predispose a person to act in a way that is directed at a particular goal. Motivation is also an inner state that energizes, channels, and maintains human behavior to achieve goals. Work motivation is related to attitudes that channel one's behavior towards work and away from recreation or other areas of life. Work motivation is likely to change due to changes in other life activities. Work motivation is a passion for work from individual energy emitted by employees who are always focused and concentrated on a job to the exclusion of temporary recreation in order to achieve individual goals and organizational goals. According to Shane (2009:37), motivation is defined as "the forces within a person that affect his or her direction, intensity, and persistence of voluntary behavior". The drive from within a person influenced by his direction, intensity, and persistence of voluntary behavior.Based on some of the concepts described above, it is synthesized that work motivation is a process carried out to move employees so that their behavior can be directed at real efforts to achieve the goals that have been set with indicators: 1) responsibility in carrying out work, 2). Achievements achieved, 3). Self-development and 4). Independence in action

METHODOLOGY

This study used a descriptive method with survey techniques and processed with path analysis techniques, on 210 employees of the Parent Cooperative Employees of the Republic of Indonesia. Determination of the sample in this study was carried out by taking a census with a total sampling technique, namely all members of the population became the research sample. Collecting data using a questionnaire instrument designed using a Likert scale and first tested for validity and reliability.

The results of the leadership style variable validity test showed 25 valid items and 3 invalid questionnaires. While organizational culture is 29 items: 27 items are valid questionnaires, two items are invalid, namely X11 and X28 with r values calculated below r table, so this item cannot be used for further data collection. Based on testing the validity of the items using SPSS 22, the results of the Validity Test on 30 items of questions on the Work Motivation variable were obtained by comparing r - count with r - table. If r - count > from r - table then Valid. And if r - count < from r - table then Invalid.Thus, the valid data, namely 27 questionnaire items can be used for further data collection and 3 questionnaire items cannot be used.

Research data is netted through a set of questionnaires or questionnaires consisting of a questionnaire (a) organizational culture (X1); (b) leadership style (X2); (c) trust (X3); and Organizational Commitment (Y). All of these questionnaires are structured in the form of five-point scale statements that are built based on indicators for each variable that have been obtained in the theoretical study as summarized below.

Table 1: Variable operational summary

No	Variable	Indicator	Reference
1	OCB	The act of helping others (Altruism), 2) obedience to organizational rules (Conscienceless), 3) sportsmanship, 4) respect for others (Courtesy), 5) responsible actions (Civic Virtue).	Dennis W. Organ, Philip M. Podsakoff, and Scott B. McKenzie, (2006:8). Robbins and Coulter (2012),

2	Organizational culture	Innovation and risk taking (Innovation and risk taking); Attention to detail (Attention to detail); Outcome orientation (Result Orientation); People orientation (Individual Orientation); Team Orientation (Orientation to the team); Aggressiveness (Aggressiveness); Stability	(Bass and Avolio, 1993:112; Bass, 1997:21; Bass *et al*, 2003 : 208).
3	Leadership	Idealized Influence (Idealized Influence); Inspirational Motivation (Inspirational Motivation); Individualized Consideration (Individualized Consideration); Intellectual Stimulation (Intellectual Stimulation)	(Bass and Avolio, 1993:112; Bass, 1997:21; Bass *et al*, 2003: 208).
4	Work Motivation	1) responsibility in carrying out work, 2). Achievements achieved, 3). Self-development 4). Independence in action.	Feist (2013:428) Ivancevich and Konopaske (2013:54), Shane (2009:37),

HYPOTHESIS:

The positive direct effect of transformational leadership style on the work motivation of IKPRI employees

The positive direct effect of Organizational Culture on the Work Motivation of IKPRI Employees

Positive direct effect of work motivation on OCB of IKPRI employees

RESULTS AND DISCUSSION

Result

In this study, the research data were processed using the SPSS Ver program. 22 For Windows. The results of the analysis obtained the path coefficient value 32

of 0.817 and a significance of 0.000 < α = 0.005 so reject H0, meaning that the organizational culture variable has a direct positive effect on the work motivation variable. Thus, it is proven that organizational culture has a direct positive effect on work motivation. From the path coefficient, the analysis results obtained that the path coefficient 31 is 0.087 and a significance of 0.000 < α = 0.005 so reject H0, meaning that the Transformational Leadership Style variable has a positive direct effect on the Work Motivation variable. Thus, it is proven that the Transformational Leadership Style has a direct positive effect on work motivation. then for Work Motivation on OCB (Y) of 0.695 with a standard error = 0.048 and a significance value of 0.000. So that work motivation has a direct effect on OCB.

Based on the analysis of the research results, the findings of this study are as follows:
There is a direct positive effect of transformative leadership style on the work motivation of IKPRI employees. These findings indicate that the application of the right leadership style will increase the work motivation of IK-PRI employees.

There is a positive direct influence of organizational culture on the work motivation of IKPRI employees. These findings indicate that the socialization of work culture for all employees will increase the work motivation of IKPRI employees.

There is a direct positive effect of work motivation on increasing OCB of IKPRI employees. These findings indicate that the increase in employee motivation will affect the OCB levels of cooperative employees.

Suggestion

Based on the conclusions of the research results as described above, the following suggestions are put forward:

1. The OCB of IKPRI employees still needs to be improved. Through creative programs, among others:

Increasing human resources for employees through formal education, leadership training and entrepreneurship so that they become professional employees who are able to manage cooperatives according to industry needs.

Preparation of a clear, systematic and well-planned employee Career Path suitable for all IKPRI employees

Provision of infrastructure for employee competency development is supported by a clear and transparent budget.

2. The organizational culture of IKPRI employees needs to be aligned with the millennial spirit and the spirit of change in the Industrial Revolution 4.0 era through:

It is necessary to develop employee competencies in the field of creativity entrepreneurship, leadership and risk taking.

Appreciation for outstanding employees and employees who have the initiative to develop themselves and contribute to building the image of the Institute

3. The leadership style of IKPRI's leadership/management that is appropriate to implement is the style of transformative leadership in line with the challenges faced. In an attempt. The necessary improvements in employee leadership are:

Facilitation and support for lecturers who are active in professional organizations.

Providing training and coaching Transformative Leadership for management cooperative Education and training support for IKPRI leaders.

4. Motivation still needs to be improved. With regard to increasing motivation.Here are a number of things that can be done, including:

Ensure that employees have the responsibility to implement. Work for which he is responsible

Fostering the spirit of achievement among employees

Self-development and independence in action

DISCUSSION
Theoretically, this finding means that the right leadership style and a well-transformed organizational culture result in increased employee motivation. And employee motivation has an effect on increasing organizational OCB. Likewise, inappropriate leadership and an unfavorable level of organizational culture will reduce employee work motivation and low motivation will lead to low OCB of employees. Practically, the results of this study contain the following implications:

With a leadership style that has a direct effect on increasing the work motivation of IKPRI employees, then to increase work motivation, it can be done by improving the leadership management system from transactional unsich to also applying transformative leadership. This is not only achieved through leadership training, comparative studies but also coaching and mentoring for IKPRI employees.

The conclusions above are also in line with the opinions of experts and experts. A number of studies have been conducted to analyze the effect of transformational leadership variables on motivational variables. A transformational leader can motivate his followers in three ways, (Fred Luthans: 2011), namely: (1) making them more aware of the importance of the results of a job, (2) encourage them to prioritize the organization or team over self-interest, and (3) activate their needs at a higher level. Meanwhile, Bass said that transactional leaders motivate their followers by exchanging rewards for work

or tasks that have been carried out, for example with rewards, raise the wages of followers who perform high performance. On the other hand, it will give a penalty (punishment) to followers who have low performance or are below the target. Wagimo and Djamaludin Ancok (2005), also say that the relationship between transformational leadership style and subordinate work motivation is stronger or closer than the relationship between transactional leadership style and subordinate work motivation. Elzi Syaiyid, Hamidah Nayati Utami, Muhammad Faisal Riza, (2013), in a study on employees of Radar Malang, 2013, showed that simultaneously, Directive Leadership Style, Supportive Leadership Style and Participatory Leadership Style significantly influence employee work motivation. Rawan I. Khezendar, & Yosra Hamas. (2021) said that motivation which is a combination of the desire and energy of an individual directed to achieve different goals has also been shown to increase employee productivity. A similar conclusion was also conveyed by Purnomo Hadi, T., Tola, B., & Akbar, M. (2019). Where in his research concluded that there is a direct influence of Transformational Leadership on Work Motivation, meaning that transformational leadership style can increase work motivation. With the existence of organizational culture that has a direct effect on employee work motivation, to increase work motivation can be done by strengthening the organizational culture of employees by implementing Corporate Culture as a whole. Then the socialization and transformation of organizational culture can be done with the language of young people from the millennials. The conclusions above are also in line with the opinions of experts and experts.

A number of studies have been conducted to analyze the effect of organizational culture on motivational variables. Rahayu, Nita (2013), the influence of organizational culture on employee work motivation in the training center for educators and vocational education education personnel (BPPTKPK) of the West Java provincial education office. Based on the results of his research, it was concluded that based on the analysis of the correlation coefficient using the Nonparametric Spearman Rho correlation, a coefficient of 0.693 was obtained.

Jamaludin, Ariesta Heksarini (2018), Leadership and organizational culture on work motivation and its implications for performance, 2018 National Seminar.Faculty of Economics and Business, Mulawarman University.The results showed that the leadership variable had a positive and significant effect on employee work motivation and had a positive but not significant effect on employee performance. As well as organizational culture variables, have a positive and significant effect on employee motivation and have a positive but not significant effect on employee performance. While the variable of work motivation has a positive and significant effect on employee performance

2. With motivation having a direct effect on increasing OCB, IKPRI leaders and management need to improve integrity, competence, consistency, loyalty and open communication in managing IKPRI cooperatives. This is useful for increasing employee participation and work motivation. The conclusions above are also in line with the opinions of experts and experts. Research by Muhammad Akmal Ibrahim and Aslinda, The Effect of Motivation on Organizational Citizenship (OCB) at Telkom Indonesia in Makassar, International Journal of Administrative Science & Organization, Volume 21,

Number 2, May 2014. pp. 114-120. Entitled "The Effect of Motivation on Organizational Citizenship (OCB) at Telkom Indonesia in Makassar" aims to see how the phenomena associated with OCB in employees at PT Telkom Makassar. The results of this study found that there is a positive and significant influence between extrinsic motivation and OCB variables and there is a positive and significant influence between intrinsic motivation and OCB variables. Empirically, it can be proven that there is a positive influence between motivations on organizational citizenship behavior (OCB). Abdullah Osman, Yusuf Haji Othman, S M Sohel Rana, Mohammad Solaiman (2015).

The Influence of Job Satisfaction, Job Motivation & Perceived Organizational Support towards Organizational Citizenship Behavior (OCB): A Perspective of American-Based Organization in Kulim, Malaysia Asian Social Science; Vol. 11, No. 21; 2015, Published by Canadian Center of Science and Education. This study was designed to focus on a manufacturing-based industry in Kulim, Malaysia. It was found in this study that job satisfaction, work motivation and perceived organizational support have a very positive correlation with the behavior of organizational citizens. It happens because when employees receive support from the organization, they will perform better for the organization. Support in terms of rewards and incentives can further increase the level of employee motivation. A similar study was also conducted by Delei Yang (2020). This study examines the main non-economic motivation behind the organizational citizenship behavior of entities participating in construction megaprojects, referred to as megaproject citizenship behavior (MCB), in terms of altruism and observed practices. The conclusion is that non-economic motivations on MCB reveal that the pursuit of social values and self-serving motivations, including corporate development and political appeal, serve as significant drivers of non-economic MCB.

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