
THE INFLUENCE OF FAIRNESS PERCEPTION AND MOOD ON EMPLOYEE ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT KPKNL MANADO**PENGARUH PERSEPSI KEADILAN DAN SUASANA HATI TERHADAP PERILAKU KEWARGANEGARAAN KARYAWAN PADA KPKNL MANADO**

by

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Abstract Organizational Citizenship Behavior is very important for the discussion of human resources. The need for OCB in the company is to increase the productivity of coworkers, save the resources possessed by management and organizations, help to save more energy of a scarce resource for maintaining organization's functions, and can also be an effective means to coordinate work group activities, improve organizational capacity to retain the best employees, improve stability and ability to adapt to environmental changes. This research aims to find the influence of fairness perception and mood on employee organizational citizenship behavior at KPKNL Manado. This research is a quantitative research using multiple regression analysis. The number of sample used are 53 respondent which is the total employee of KPKNL Manado. The result shows that there is an influence of fairness perception and mood on organizational citizenship behavior at KPKNL Manado simultaneously, and there is an influence of fairness perception and mood on partially. It is recommended for future research to find out another variable that more able to influence organizational citizenship behavior at PT KPKNL Manado.

Keywords: *fairness perception, mood, organizational citizenship behavior*

Abstrak: *Perilaku Kewarganegaraan Organisasi sangat penting untuk pembahasan sumber daya manusia. Kebutuhan OCB dalam perusahaan adalah untuk meningkatkan produktivitas rekan kerja, menghemat sumber daya yang dimiliki oleh manajemen dan organisasi, membantu menghemat lebih banyak energi dari sumber daya yang langka untuk mempertahankan fungsi organisasi, dan juga dapat menjadi sarana yang efektif untuk mengoordinasikan kegiatan kelompok kerja, meningkatkan kapasitas organisasi untuk mempertahankan karyawan terbaik, meningkatkan stabilitas dan kemampuan untuk beradaptasi dengan perubahan lingkungan. Penelitian ini bertujuan untuk mengetahui pengaruh persepsi kewajaran dan mood pada perilaku kewarganegaraan organisasi karyawan di KPKNL Manado. Penelitian ini adalah penelitian kuantitatif dengan menggunakan analisis regresi berganda. Jumlah sampel yang digunakan adalah 53 responden yang merupakan total karyawan KPKNL Manado. Hasil penelitian menunjukkan bahwa ada pengaruh persepsi keadilan dan mood pada perilaku kewarganegaraan organisasi di KPKNL Manado secara simultan, dan ada pengaruh persepsi keadilan dan mood secara parsial terhadap perilaku kewarganegaraan. Disarankan untuk penelitian masa depan untuk mencari variabel lain yang lebih mampu mempengaruhi perilaku kewarganegaraan organisasi di PT KPKNL Manado.*

Kata kunci: *persepsi keadilan, suasana hati, perilaku kewarganegaraan*

INTRODUCTION

Research Background

In the current era of modernization and transparency, all countries are facing new challenges that bring change and influence to human life. Indonesia is one of the developing countries that is trying to improve the economy to reach a new Indonesia that is in essence. In this case, human resources are in the spotlight and a lift for the development of the country's economy. With skilled human resources, domestic manufacturing will be more competitive, both at the domestic and global level.

In this case it can be found out that Organizational Citizenship Behavior is very important for the discussion of human resources. Robbins (2006) defines OCB as the discretionary behavior that is not part of an employee's formal job requirements, and that contributes to the psychological and social environment of the workplace. OCB is a form of choice behavior and individual initiative which is not to be punished if it is not shown. In a dynamic world of work like today where tasks are increasing, organizations need good OCB behaviors such as constructive opinions about their workplaces, helping others in their teams, avoiding unnecessary conflicts, and broadly understanding work disorders which sometimes happens. The need for OCB in the company is to increase the productivity of coworkers, save the resources possessed by management and organizations, help to save more energy of a scarce resource for maintaining organization's functions, and can also be an effective means to coordinate work group activities, improve organizational capacity to retain the best employees, improve stability and ability to adapt to environmental changes.

In this study, the aspects that are needed and are expected to influence the level of Organizational Citizenship Behavior in employees are Mood. According to research from Williams, Pitre, and Zainuba (2000), when mood became more positive, the likelihood that organizational citizenship behaviors would occur increased. Moods are feelings that tend to be less intense than emotions and that lack a contextual stimulus Robbins and Judge (2013).

One other factor that also influences OCB is Fairness Perception discussed in the study from Ali (2016). The result showed that there is a significant relationship between the organizational justice (fairness perception) and organizational citizenship behavior. It also showed that organizational citizenship behavior is affected directly and indirectly by the organizational justice factors' like procedural justice, distributive justice and interactional justice.

Kantor Pelayanan Kekayaan Negara dan Lelang (KPKNL) is a vertical agency of the Ministry of Finance of the Republic of Indonesia. The Directorate General of State Assets, which is one of its tasks in conducting execution auctions, mandatory non-execution auctions and voluntary auctions. Problems regarding the low OCB can occur in organizations within the Government Work Environment, including KPKNL Manado.

Research Objective

The aim of this research are to find out:

1. To find out the influence of mood and Fairness perceptions on organizational citizenship behavior at KPKNL Manado simultaneously.
2. To find out the influence of fairness perception on organizational citizenship behavior at KPKNL Manado.
3. To find out the influence of mood on organizational citizenship behavior at KPKNL Manado partially

THEORETICAL FRAMEWORK

Human Resource Management

HRM is really employee management with an emphasis on those employees as assets of the business. In this context, employees are sometimes referred to as human capital. As with other business assets, the goal is to make effective use of employees, reducing risk and maximizing return on investment. According to Dessler (2005:4), Human Resources Management is the policies and practices to carrying out the people of Human Resources aspect in management position including recruiting, screening, training, rewarding and appraising. Human Resources management is the process of acquiring, training, appraising and compensating employees, and attending to their labor relations, health and safety and fairness concerns.

Human resource management is a key partner in achieving the business goals. While the human resources department doesn't need to be large, it needs to be capable of managing the major categories of human resources. These include recruiting and developing talent, maintaining the health and safety of employees at work, and the record keeping of employee data and benefits. The department also oversees any legal actions brought against the company regarding employee management. According to Armstrong (2006), human resource management is

defined as a strategic and coherent approach to the management of an organizations most valued assets, the people working there who individually and collectively contributes to the achievement of its objectives

Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) refers to the behaviors of individuals that promote effectiveness in organizational functioning. OCB accomplishes this effectiveness by providing a positive social and psychological environment in which task work can flourish. OCB is important to employees insofar as it enhances social connections that influence job performance. OCB is one of the most studied content areas in organizational behavior, with many published theoretical pieces, primary research, narrative reviews, edited books, and meta-analyses that describe the nature and functioning of the construct.

At the same time, Organ's (1988) definition of OCB has generated a great deal of criticism. The very nature of the construct makes it difficult to operationally define. Critics started questioning whether or not OCBs, as defined by organ (1977), in response to criticism, notes that since his original definition, jobs have moved away from a clearly defined set of tasks and responsibilities and have evolved into much more ambiguous roles. Without a defined role, it quickly becomes difficult to define what is discretionary.

Organizational citizenship behavior can be identified through the following indicators (Organ, 1988):

Altruism, Courtesy, Conscientiousness, Civic Virtue, Sportsmanship.

Fairness Perception

The concept of organizational justice focuses on the effect that social relationships in the working environment have on performance. The theory behind this is that an individual's perception of fairness, relating to aspects of their work, influences their behavior. This, in turn, can lead to either negative or positive outcomes in terms of performance. This means that the adoption of fair principles has potential positive effects on both organizational performance and employees' wellbeing.

According to Greenberg (1987) organizational justice or Fairness Perception is how an employee judges the behavior of the organization and the employee's resulting attitude and behavior. Human Resources Management research shows that Organizational Justice is an increasingly important thing in the company. This is evidenced by the emergence of the theory of Organizational Justices, which offers a frame of mind to understand workers' feelings in depth.

Mood

Moods are feelings that tend to be less intense than emotions and that lack a contextual stimulus (Robbins and Judge, 2013). Mood (or affect) within organizational settings influences both what and how employees think (Forgas and George, 2001). Mood is in part a function of characteristics of the working environment (Forgas and George, 2001). As noted in the Affect Infusion Model (AIM), mood exerts an influence on, and becomes incorporated into a person's cognitive and behavioral processes (Forgas and George, 2001). Firstly, mood affects how employees deal with tasks, and secondly, mood influences information recall, thereby influencing organizational judgements and behaviors (Forgas and George, 2001). There is two dimensions of moods, which are positive affect and negative affect. According to Robbins and Judge (2013), positive affect is a mood dimension that consists of specific positive emotions such as excitement, self-assurance, and cheerfulness at the high end and boredom, sluggishness, and tiredness at the low end, whereas Negative affect is a mood dimension that consists of emotions such as nervousness, stress, and anxiety at the high end and relaxation, tranquility, and poise at the low end.

Men and women are associated in different ways. Men are taught to be strong and brave. Showing emotions is not consistent with this image. on the contrary, women are associated with parenting, perhaps this is the cause of the perception that women are usually more friendly than men. For example, women are expected to express more positive emotions at work (indicated by smiling) than men, and they are. The second explanation is that women may show their emotions compared to men. Third, women may have a greater need for social acceptance and also, a higher bias for showing positive emotions, such as happiness (Robbins and Judge, 2013).

Mood has an influence on the emergence of OCB behavior individually or in groups. George and Brief (1992) argue that one's willingness to help others is also influenced by mood, even though moods are partly influenced by personality, they are also influenced by situations, such as working group climate and organizational factors. So if the organization respects its employees and treats them fairly and the working group climate is positive, then employees tend to be in a good mood.

Previous Research

Messer and White (2006) research title Employees’Mood, Perceptions of Fairness, and Organizational Citizenship Behavior. Explanations for this inconsistency may be related to the varying types of manipulation techniques adopted and samples tested. To address these issues, the present study adopted the mood and fairness manipulation techniques of Bachrach and Jex (2000). To investigate their effect on OCB amongst a sample of 138 employees from five large service organizations. The findings revealed that employees’ perceptions of fairness affected their likelihood to perform organizational citizenship behaviors.

Williams, Pitre and Zainuba (2000) research title Does Mood Influence Organizational Citizenshi Behaviour Intentions? An Experimental Manipulation of Affective State, An experimental study involving 114 employees from a variety of American industries, organizations, and positions which randomly manipulated affective state (positive, negative, and neutral mood) found that when mood became more positive, the likelihood that organizational citizenship behaviors would occur increased. This research use multiple regression analysis was performed to determine the extent to which mood influenced employee OCB intentions.

Nadir (2016) research title is Effect of Organizational Justice on Organizational Citizenship Behavior: A Study of Health Sector of Pakistan, Work related behaviors and attitudes are affected by organizational citizenship behavior and organizational justice. These two play a vital role in the effective working of an organization. No effective study is conducted on the relationship of organization justice and organizational citizenship behavior in the developing and under developed countries. This study encompasses the connection between organizational justice and organizational citizenship behavior in public hospitals among young doctors.

Conceptual Framework

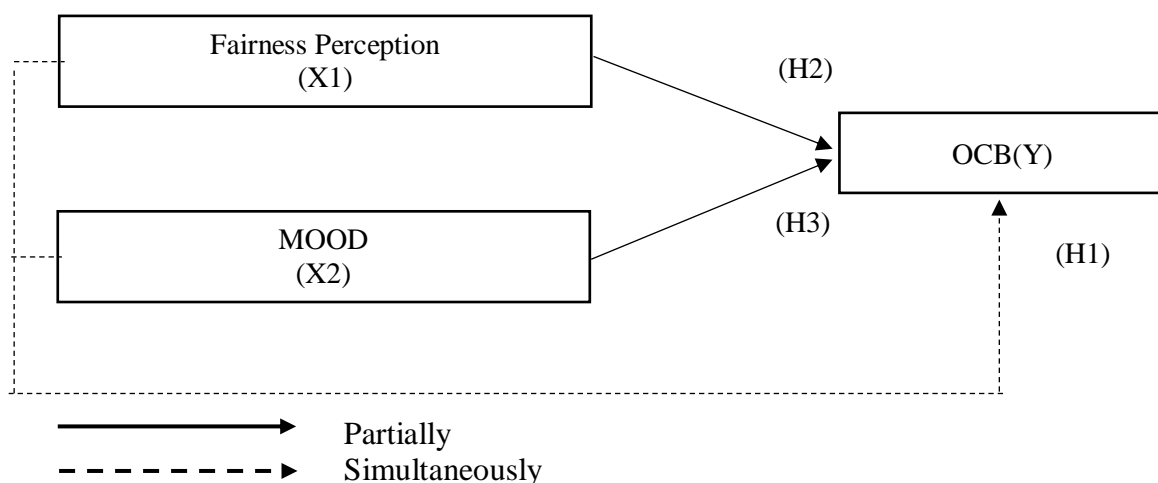


Figure 1. Conceptual Framework
 Source: Processed Data 2019

RESEARCH METHOD

Type of Research

The type of this research is causal research in quantitative method, where it will investigate the influence of Fairness Perception and Mood on Employee Organizational Citizenship Behavior at KPKNL Manado. Quantitative research or quantitative method based on Sugiyono (2010) Defined as research method based on positivism paradigm that used to investigate specific population or sample.

Population and Sample

The population refers to the entire group of people, events, or thing of interest that the researcher wishes to investigate (Sekaran and Bougie 2009). The population in this research is all employees of KPKNL Manado.

According to Sugiyono (2010), population is generalization region consisting of objects and subjects that have certain qualities and characteristics defined by functional is to be studied and then drawn conclusion. In this study population is employees at KPKNL Manado. Sample is a part or the number and characteristics of which are owned by the population. When a large population, and its current status is not possibly learn all of the

population, for example because of lack of funds, manpower and time, then its current status is going to take a sample of that population.

Data Collection Method

Primary data is data that can be obtained directly from the research site (Nasution, 1988). To strengthen the data analysis, this research must be supported by secondary data. According to Supomo and Indriantono (2002), secondary data is the source of research data that obtained by researcher indirectly through the intermediary media.

Data Analysis Method

Validity Test and Reliability Test

Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure (Kothari, 2004). A measuring instrument is reliable if it provides consistent results. Reliable measuring instrument does contribute to validity, but a reliable instrument need not be a valid instrument (Kothari, 2004).

Classical Assumption Test

In the economic literature, there are some classical assumptions that must be fulfilled by a regression model so that the model can be used. The classical assumption are consist of normality test, multicollinearity test, heteroscedasticity test, and autocorrelation test.

Normality Test

According to Ghozali, I (2007:110) the pupose of the normality test is as follows normality test aims to determine whether each of the variables normal distribution or not. Normality test is required due to perform tests of other variables to assume that the residual value following the normal distribution.

Multicollinearity

Multicollinearity test aims to test in the regression model found in the correlation between independent variables (Ghozali, 2001). Regression model the good should not have a correlation between the independent variables.

Autocorrelation

The autocorrelation test aims to test whether in a linear regression model there is a correlation between disturbing errors in period t with interfering errors in period $t-1$. The method used in this study is the Durbin-Watson test (DW test). Decision making does not have autocorrelation if $du < d < 4-du$ (Ghozali, 2016).

Heteroscedasticity

Heteroscedasticity test aims to test whether in the model regression variance occurs from one observation to the observation others (Ghozali, 2001). The way to detect it is to see whether there is or not a certain pattern on the Scatterplot graph between SRESID and ZPRED, where is the axis Y is Y that has been predicted, and the x axis is residual (Y prediction – Y actually) that has been standardized (Ghozali, 2001).

Multiple Regression Test

Based on the description above this study aims to determine the effect of independent variables, which are Fairness Perception (X1), and Mood (X2), against dependent / non-free variables, which is Organizational Citizenship Behavior (Y).

Coefficient of Correlation (R) and Determination (R²)

Multiple R or multiple correlation is the individual correlations between the independent variables and the dependent variable (Sekaran and Bougie, 2009).

Hypothesis Test

Simultaneously Test (f-test)

An F-Test is any statistical test intended to determine whether the independent variables simultaneously influence the dependent variable (Malhotra, 2007).

To test the regression coefficient simultaneously, it used the statistical test of F-Test as follows:

- If $F_{count} > F_{table}$ as confidence level of 95% ($\alpha = 0.05$), it means that the independent variable significantly affect the dependent variable. Thus the alternative hypothesis (H1) is accepted and the original hypothesis (H0) is rejected.
- If $F_{count} < F_{table}$ as confidence level of 95% ($\alpha = 0.05$), it means that the independent variable significantly does not affect the dependent variable. Thus the original hypothesis (H0) is accepted and the alternatives hypothesis (H1) is rejected.

Partial Test (t-test)

The t-test is used to determine whether a significant relationship exists between each of the individual independent variables and the dependent variable. A separate t test is conducted for each of the independent variables in the model; individual significance. (Anderson, et al., 2011:638).

This test is performed with the hypothesis acceptance criteria as follows:

H0 is rejected if the t-count $<$ t-table at $\alpha = 0.05$

H0 is accepted if the t-count \geq t-table at $\alpha = 0.05$

RESULT AND DISCUSSION

Result

The questionnaire is conducted from the all of employee who work at KPKNL Manado

Validity Test

Table 1. Validity of Variable Fairness Perception

Statement	Corrected Item-Correlation Total	R Valid
X ₁	0.463	0.26
X ₂	0.325	0.26
X ₃	0.813	0.26
X ₄	0.730	0.26
X ₅	0.697	0.26
X ₆	0.653	0.26

Source: SPSS Statistic 2019

Based on table 1, the result of validity test of variable fairness perception (X1) above can explain that all items of statement are valid, which is bigger than $r = 0.26$. And correction item – correlation total X1.3 of 0.813 is the most valid statement compared to other X1 statements.

Table 2. Validity of Variable Mood

Statement	Corrected Item-Correlation Total	R Valid
X ₁	0.601	0.26
X ₂	0.496	0.26
X ₃	0.680	0.26
X ₄	0.734	0.26

Source: SPSS Statistic 2019

Based on table 2, the result of validity test of variable mood (X2) above can explain that all items of statement are valid, which is bigger than $r = 0.26$. And correction item – correlation total X4 of 0.734 is the most valid statement compared to other X2 statements.

Table 3. Validity of Variable Organizational Citizenship Behavior

Statement	Corrected Item-Correlation Total	R Valid
X ₁	0.448	0.26
X ₂	0.616	0.26
X ₃	0.345	0.26
X ₄	0.343	0.26
X ₅	0.616	0.26
X ₆	0.508	0.26
X ₇	0.382	0.26

X ₈	0.457	0.26
X ₉	0.610	0.26
X ₁₀	0.490	0.26

Source: SPSS Statistic 2019

Reliability Test

Table 4. Result of Reliability

Statement	Cronbach's Alpha
X ₁	0.655
X ₂	0.465
Y	0.621

Source: SPSS Statistic 2019

Table 3 states the results can explain that all items of statement are valid, which shows that Cronbach's Alpha > 0.26.

Simple Regression Test

Table 5. Result of Simple Regression Test

		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	T	Sig.
1	(Constant)	3.372	3.517		4.322	.000
	FP	.121	.311	.140	.388	.021
	Mood	.291	.459	.228	.634	.018

Source: SPSS Statistic 2019

Based on table 4, by looking at beta coefficients for each variable then the resulting multiple linear regression equation is as follows:
 $Y = 3,372 + 0,121X_1 + 0,291X_2$

Coefficient of Determination (R² And R)

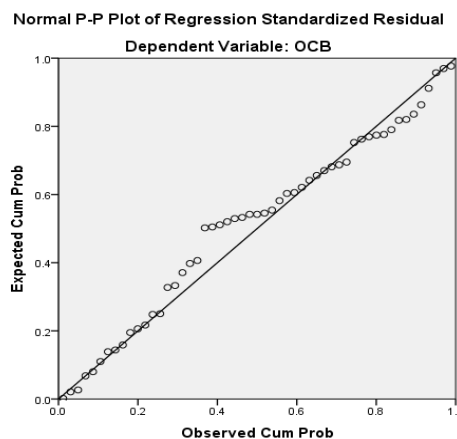
Table 6. Result of Coefficient of Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.712 ^a	.549	.530	1.13281

Source: SPSS Statistic 2019

The value of R is 0,712 indicating a strong positive relationship between independent and dependent variable. The value of R² is 0,549 or 54,9% it means that (Fairness Perception and Mood) as independent variables are able to influence Organizational Citizenship Behavior as much as 54,9% while the rest 45,1% influenced by other variables that are not examined.

Normality Test



Source: SPSS Statistic 2019

Based on the output chart view above, it can be seen from the plot graph that P-plot shows the points following and approaching the diagonal line so that it can be concluded that the regression model meets the assumption of normality.

Multicollinearity Test

Table 7. Result of Multicollinearity Test

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.372	3.517		14.322	.000		
	FP	.121	.311	.140	.388	.021	.153	6.375
	Mood	.291	.459	.228	.634	.018	.153	6.555

Source: SPSS Statistic 2019

a. Dependent Variable: OCB

Based on the test results in table 4.7 above, it is known that the VIF value Fairness Perception (6.375), VIF Mood (6.555), means the VIF value for all variables less than < 10, then it can be concluded that this research is free from multicollinearity interference.

Autocorrelation

Table 8. Result of Autocorrelation

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.114 ^a	.013	.027	3.13281	1.286	

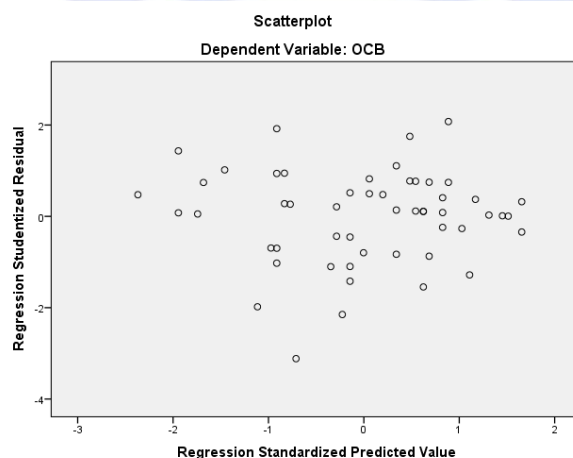
a. Predictors: (Constant), Mood, FP

b. Dependent Variable: OCB

Source: SPSS Statistic 2019

Based on the table 4.8 above, the value of Durbin Watson is 1,286 which mean this research is free from autocorrelation. It can be concluded that $1,6889 (dU) < 1,286 (dW) < 2,3111 (4 - dU)$.

Heteroscedasticity



Source: SPSS Statistic 2019

Based on the test results as shown in the scatter plot Figure above, it can be seen that the data points do not form a particular pattern and the data spread above and below the number 0 on the Y wick. Therefore it was concluded that there was no interference with the assumption of Heteroscedasticity in this regression.

F-Test

The simultaneously test was conducted to identify the independent variables which consist of Fairness Perception (X_1) and Mood (X_2) on Organizational Citizenship Behavior (Y) simultaneously.

t-test

This test is used to see the partial influence of each independent variable on the dependent variable. This test is done by comparing t_{count} and t_{table} with the level of significance is 0,05. The hypothesis testing in this test will be:

- $t_{\text{count}} \geq t_{\text{table}}$ then H_0 is rejected and H_1 is accepted
- $t_{\text{count}} \leq t_{\text{table}}$ then H_0 is accepted and H_1 is rejected

Discussion

The independent variable is fairness perception and mood that affects competitive advantage as dependent variable. This research is the influence of fairness perception and mood on organizational citizenship behavior at KPKNL Manado with the objects of research is employee of KPKNL Manado. Based on the results of data collected from 53 respondents KPKNL Manado, researchers found that mood is the most influential on organizational citizenship behavior. The following sections will discuss the findings on each variable.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the research problems, results and discussion that are carried out, it can be concluded as follows:

1. There is an influence of fairness perception and mood on organizational citizenship behavior at KPKNL Manado simultaneously.
2. There is an influence of fairness perception on organizational citizenship behavior at KPKNL Manado partially.
3. There is an influence of mood on organizational citizenship behavior at KPKNL Manado partially.

Recommendation

From this research, the value of R square is 0,549 That means the independent variables which are Fairness Perception and Mood are able to influence Organizational Citizenship Behavior as much as 54,9% while the rest 45,1% is influenced by other variables that are not examined. 54,9% is not much of an influence, therefore, it is recommended for future research to find out another variable that more able to influence organizational citizenship behavior at PT KPKNL Manado. It is recommended for the next researcher to conduct direct observation to determine what variable can more influenced organizational citizenship behavior to occur. The next research can use this study as a reference.

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