



## Review

# Building organizational citizenship behavior with creative organizational climate support: a conceptual framework in higher education

Praptini Yulianti

Department of Management, Airlangga University, Indonesia

E-mail: [praptiniyulianti@yahoo.com](mailto:praptiniyulianti@yahoo.com); Phone; + 6231- 5933647, Fax: +6231-5026288, 5053155

### Abstract

**Organization Citizenship Behavior (OCB) is an important aspect to achieve the best performance of lecturers in universities. OCB is not only for extra role behavior beyond the job description, but also resulted at changes in performance by providing creative ideas for changes in the organization. OCB directed at changes in performance built through Perceived Organizational Support, which cause Organizational Identification and Affective Commitment. The appearance of OCB directed at changes in performance of lecturers in universities can be supported by Creative Organizational Climate.**

**Keywords:** Organization Citizenship Behavior, Perceived Organizational Support, Organizational Identification, Affective Commitment Creative Organizational Climate.

## INTRODUCTION

The development of higher education can't be separated from the role of the lecturer who has a very critical role in the strategic and all activities in universities. The development of quality education can be achieved through the development of quality the lecturer. The previous studies found that the effect of education "the man behind the system" (Miller, 1980:76),

Human is a key factor that determines the power of education. In fact, education is a service industry as the "front line providers and determine the quality of service delivery system, the lecturer is at the forefront in determining the quality of service (Sallis, 2002: 8). The best performance of lecturers who can provide good benefits for students and the community will be realized if lecturers carry out their duties with full creativity through Organization Citizenship Behavior (OCB) directed at faculty performance and organizational change.

Organization Citizenship Behavior (OCB) is an important aspect to achieve the best performance of lecturers in universities. Organizational Citizenship Behavior (OCB) is a behavior that is engaged in innovative activities (Katz and Kahn, 1966: 337) and is not explicitly included in the description of the task and

are not formally linked to the performance of duties of members of the organization (Organ, 1977). Organizational Citizenship Behavior (OCB) can't be defined certainly however it has an enormous influence on the performance and effectiveness of the organization. Organizational Citizenship Behavior (OCB) is not only as good as organizational citizens (good citizenship) to conduct a voluntary basis to help colleagues who have difficulty relating to the completion of work tasks (Organ et al., 2006 : 251), volunteered to perform additional work (Van Scooter and Motowidlo, 1996) as well as obedient and loyal to the organization (Van Dyne et al., 1994), but also Organizational Citizenship Behavior (OCB) is a behavioral description of the task that exceeds the change-oriented organizational performance (Woodman et al., 1993). Organizational Citizenship Behavior (OCB) performance-oriented is realized by innovative behavior by developing new ways of working (Oldham and Cummings, 1996), proactive behavior by offering constructive input (Katz, 1964) as well as providing new ideas in work (Van Dyne and LePine, 1998). Aguinis (2013: 92) states that it would be difficult for an organization to achieve competitive advantage if the

members of the organization do not perform Organization Citizenship Behavior (OCB).

The design structure in university is a form of collegial (Robbins, 1994: 382) whom each lecturer has autonomy in developing science. Each lecturer has the same chance of achieving the best work. Their goal is to be achieved the best work, not a structural level (Soemantri, 2012). The work will be best achieved by Organization Citizenship Behavior (OCB) that they must trying to improve performance to achieve the best performance.

Many factors as antecedents of OCB, These factors include organizational climate (Borghini, 2005 ; Choi, 2007), leadership (Truckenbrodt, 2000 ; Wanghui et al., 2005), organizational commitment (Organ, 2006 ; Carmeli and Colakoglu,2005), job satisfaction (Parnell and Crandall, 2003 ; Jahangir et al., 2006). This study focuses on Perceived Organizational Support (POS). The reason of this study using the Perceived Organizational Support (POS) as antecedents of OCB is to assess the faculty commitment of lecturer such as the fair policies, the attitude of the leadership and the policies of human resources in support of the development of lecturers. Furthermore, this study also uses creative organizational climate to support Organizational Citizenship Behavior.

Perceived Organizational Support (POS) affects the OCB through organizational commitment (Liden et al., 2003 and Cardona et al., 2004, in Organ et al., 2006). Eisenberger and Rhoades (2002) and Setton et al. (1996) states that Perceived Organizational Support (POS) as the basis for the development of affective commitment has the strongest positive correlation with OCB compared with normative and continuance commitment (Meyer et al.2002). Affective Commitment is the attachment of a person to work in the organization (want to) and intrinsic motivation (Johnson and Qin Yang, 2010) for best performance. Supported faculty will give an emotional bonding and cause lecturers to work harder in a manner consistent with the expectations of universities. Furthermore, Perceived Organizational Support (POS) will also affect OCB through Organizational Identification (Rhoades and Eisenberger, 2002; Celik 2012; Dutton et al., 1994).

Organizational Identification is fused with a sense of organization that fosters a sense of pride in the organization's member. Organizational Identification will motivate high the organization's member to achieve the best performance through Organizational Citizenship Behavior (Van Dick et al., 2005). Organizational Identification is a cognitive process that foster affective commitment the organization's member (Van Knippenberg et al, 2007) and affective commitment will drive positive behaviors that OCB directed at changes in performance.

Creative Organizational Climate as a moderator influence Perceived Organizational Support (POS) on Organizational Citizenship Behavior. Previous research from Jen Lin et al. (2011) stated that organizational

climate as moderator relationship Perceived Organizational Support (POS) with OCB. Creative behavior is not only built on personal qualities, but also most of the portion affected by the support of organizational climate (Isaksen et al., 2001).

## Literature Review

### Organizational Citizenship Behavior (OCB)

OCB theme in relation to organizational theory begins with the findings of Katz and Kahn (1966: 337) which states that the effective organization must be able to generate three different forms of contributions from its members where the three contributions are as follows: 1) Attract and retain members in the system,2) Ensure that members of the organization to show the performance of the role of a reliable and wherever possible exceed the minimum quantitative and qualitative criteria, 3) Generating innovative and spontaneous behavior, the performance of the above exceeds the expected roles to achieve organizational functions.

OCB is contributed by someone who deeply, exceeding the demands of the role in the workplace. Such behavior is not only in accordance with the role behavior alone (in- role) but led to extra - role behavior of the organization's member. In the in- role behaviors typically associated with reward and sanctions, while the extra -role behavior rewards that is done by someone who is not organized by the rewards they will receive (Dyne et al., 1994, in Konovsky and Pugh,1994). Furthermore, Van Dyne et al. (1995) used the term Extra Role Behavior (ERP) and Borman and Motowidlo (1993) with the term Contextual Performance as a contribution to maintain the ethos of cooperation, interpersonal support, facilitating forms of interpersonal relationships and dedication to the job, if it is associated with OCB studies of Smith et al. (1983) then the compliance behavior as behavior directed at self-discipline with respect to the rules and the use of time. Another understanding of Organizational Citizenship behavior different opinions Organ (1988) in Organ et al. (2006: 8) are those of Coyle-Shapiro et al. (2004) with the orientation behavior offer suggestions for improving the organization as well as George and Brief (1992) in terms of organizational spontaneity with innovative behavior that spontaneously arises to develop and deliver creative ideas. Furthermore (Niehoff, 1993) explains that the Organizational Citizenship Behavior arises because it is based will be the motive for achievement motivation directed at the best task performance and organizational success. The conclusion of the various terms that generate understanding Organizational Citizenship Behavior is a voluntary behavior is not formally linked to the performance of the task, exceeding the demands of both the role of altruism and compliance behaviors and

behaviors to develop and provide creative ideas for enhancing the effectiveness of organizations.

### **Perceived Organizational Support (POS)**

Perceived Organizational Support (POS) is an important concept in the management literature for explaining the relationship between treatment organizations to organization's member with the attitude and behavior organization's member, both on the job and the organization. The basic concept of Perceived Organizational Support (POS) recently introduced and measured by Eisenberger et al. (1986). Many studies have recognized that the organization is an important source of socio - emotional development organization's member (Van Dyne et al. 1994; Organ (1988) in Organ et al.,(2006: 251) ; Van Scooter and Motowidlo (1996), William and Anderson, 1991 and Coleman and Borman , 2000). About 1930 Hawthorne Studies (Wren, 2005: 279) have described that an organization is an important source of socio-emotional development of the members of the organization. The results of the Hawthorne studies show that employees who are given a break and work shorter hours to have a better attitude and higher productivity than employees who are not given the benefit by the organization. Hawthorne Studies states that when organization and attention to their valuable employees or provide favorable treatment for employees such as work breaks, the employee will have a higher level of productivity and a positive attitude to the organization. Eisenberger and Rhoades (2002) defines Perceive Organizational Support (POS) as the degree to which employee perceptions of organizational support on quality of life and contributing members of the organization. Perceptions of organizational members in the organization will grow a certain level of confidence members of the organization for the award given to the organization of their contributions (valuation of the employee's contribution) and the organization's attention on quality of life (care about the employee's well-being). The level of confidence in the organization's members to support this organization will be influenced by their evaluation of the experiences and observations about how the organization treats members of the organization in general (Allen and Meyer, 1990; Eisenberger and Rhoades, 2002).

The antecedents of POS by Shore and Shore (1995) consists of three dimensions, such as: a) Fairness of Treatment, b) Support from Organizational Representatives, c) Human Resource Practices. Dimensions as antecedents of POS is described as follows: a) Fairness of Treatment, Shore and Shore (1995) provide a conceptual justification for the relationship between fairness in the treatment provided by the organization and POS. Perceptions of fairness creates trust between employees and the organization.

Fair treatment affect employee POS because raising hopes that the organization will provide a reward for their efforts. In addition, fair treatment for employees will result in an obligation to pay the organization.

Employees assess how fairly they are treated by the organization through procedural and distributive justice. Procedural justice is defined as equality of formal procedure underlying the decision-making organization for employees (Tekleab et al., 2005), where as distributive justice relates to fairness in the distribution of the organization. Procedurally fair policy reinforces the belief that their employees will be given a reward for their efforts to help organizations (procedural fairness), while receiving the benefit of the organization is a signal to employees that he appreciated (distributive justice). In addition, Shore and Shore (1995) proposed that procedural justice would be more strongly associated POS than distributive justice because procedural fairness occurred in the case of daily life that exists in the organization while distributive justice, for example the promotion and salary increases do not occur frequently. procedural fairness has a strong relationship rather than distributive justice. Furthermore, several studies (Moorman et al., 1998; Tekleab et al., 2005; Wayne et al., 2002) also provide statement that procedural fairness is more associated with the POS rather than distributive justice. b. Support from organizational representative, leaders act as representatives of the organization, the treatment received by employees from the leadership will be perceived by employees as a support..The employee believes that leaders give attention and care about the opinions and the problems more powerful POS owned by employees (Eisenberger et al., 1986; Sawers, 2011). c)Human resource management practices include an understanding of the development needs of each employee so that the employee can perform best performance according competency and career development opportunities for employees as well as rewarding those employees who obtain success .

### **Affective Commitment (AC)**

Bateman and Strasser (1984) defines "organizational commitment is involved employee loyalty to the organization, willingness to exert effort on behalf of the organization, the level of goal and value congruency with the organization, as well as the desire to maintain membership in the organization. Subsequently Meyer and Allen (1991) states that someone has experience in organizational commitment based on emotional (affective commitment), sense of obligation to the organization (normative commitment) and perceptions about the costs that arise if you have to leave the organization (continuance commitment). Meyer and Allen (1997) define affective commitment is a person's emotional attachment to the organization, felt himself parts of the

organization and want to be involved with the organization and feel happy to be a member of the organization. Greenberg and Baron (1993:191) define affective commitment as a person's desire to work within an organization, as they are approved and willing to do the work. Furthermore Meyer, Allen and Gellatly in Greenberg and Baron (1993:175) stated affective commitment is the goal congruence approach that suggests a strong desire of a person to continue working in an organization. Greenberg and Baron (1993:174) states that the goal congruence an orientation to the organization emphasizes the extent to which a person identifies himself with the organization, where the person has a personal goal that is in line with the organization. Furthermore, O'Reilly and Chatman (1986) explains that identification reflects a desire for affiliation, which led to the organization members to behave in ways that are consistent with the expectations of the organization that has intrinsic motivation (Johnson and Qin Yang, 2010) to produce the best performance.

### **Organizational Identification (OID)**

March and Simon (1958) in Fuller et al. (2006) stated that if the organization gain confidence and a positive outlook from an external party, then the members will have a strong identification with the organization. Ashforth and Mael (1989) as a perception of oneness with or belonging to a membership organization. Identification with the organization as well on the basis of a person's evaluation of internal respect felt by employees. Organizations that demonstrate respect will motivate employees to achieve and maintain a positive personal identity (Tyler, 1999). The shape of the internal respect is felt when the organization also appreciate the contribution of employees through the provision of growth opportunities, participation in decision-making, giving a challenging task and appreciated the performance of members of the organization. Furthermore, Fuller et al. (2006) had developed organizational identification dimensional include external prestige and internal respect. Internal respect dimensions built in the organization through the actions and policies of the organization for given the award to members of the organization. Dutton et al. (1994) also states that identification as a basic motivation to work because of the sense of ownership and pride in the organization so powerful members of the organization will be motivated to show creative behavior as part of a sense of organization. Organizational identification as a major determinant for the intrinsic motivation of employees to behave creatively (Amabile et al., 1994; Tierney et al., 1999).

### **Creative Organizational Climate (COC)**

Creativity deliver positive outcomes for the organization.

Creativity is defined by Amabile et al. (1996) as the development of new ideas and unique and useful in work situations. Employee creativity can occur if there is support for the creative climate and creative thinking of the members of the organization. The problem is that creativity is not something that can occur spontaneously (Kylan and Shani, 2002) there are many external factors that participate in stimulating and maximizing the power of creativity. To encourage creativity organizations need to create a climate that supports and enables the creative thinking of employees (Amabile, 1996). Climate can affect the organization of work within the organization's member in eliciting creativity. Organizational climate are closely related to mood or atmosphere in the organization and there is a variable that affects the performance of both the performance of members of the organization or the organization (Isaksen et al., 2001). Furthermore Ekvall et al. (2000) defines organizational climate is a climate that affects organizational and psychological processes include communication, problem solving, decision making, conflict handling, learning and motivation as well as an influence on both organizational members and organizational performance. Organizational climate provide the atmosphere for a psychological condition in everyday life in the organization. The climate is positively perceived by members of the organization will bring creative behaviors. Amabile (1996) in her well-known componential model emphasises that individual creativity depends on the person's expertise, thinking skills and Intrinsic motivation at work can arise because of the desire to do the job because of the job interesting, challenging, engaging and rewarding.

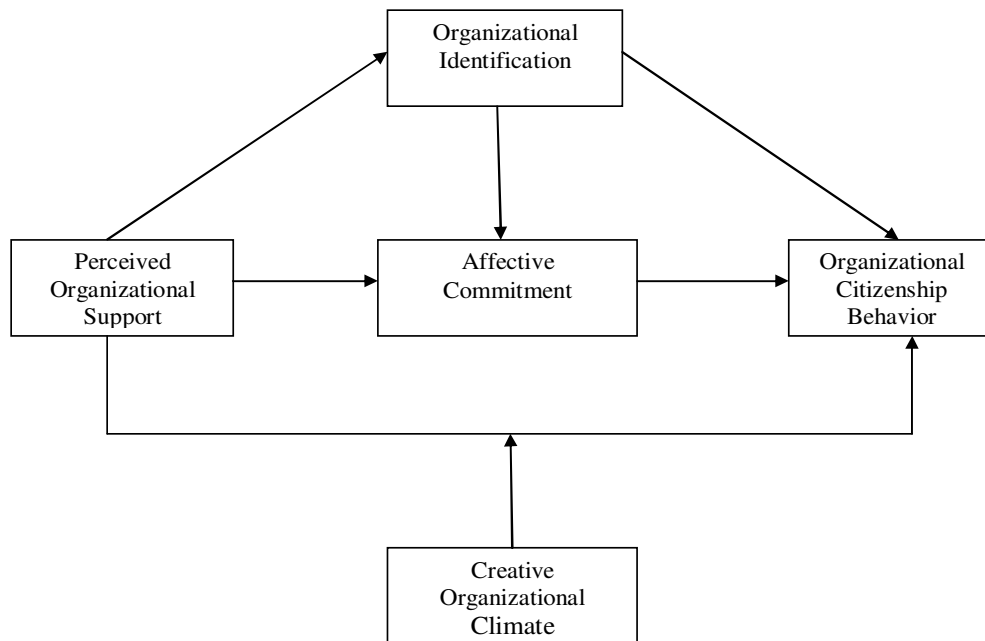
### **Conceptual Framework**

Research conceptual framework illustrates the causal relationship between the variables in the study as follows, Organizational Citizenship Behavior (OCB) as an endogenous variable influenced by Affective Commitment (AC) and Organizational Identification (OID) as an intervening variable and Perceived Organizational Support (POS) as well as Organizational Identification exogenous variables will affect Affective Commitment (AC) next Creative Organizational Climate (COC) as a moderator of the influence of POS on OCB

### **Hyphoteses Development**

#### **Relationship Perceived Organizational Support with Organizational Citizenship Behavior**

Perceptions of organizational support (POS) is theoretically based on the social exchange theory. Norm of reciprocity states that a person is treated well by the other party will feel obligated to reciprocate with good



**Figure 1.** Conceptual framework

treatment as well (Blau, 1964: 88). Following social exchange theory, POS contribute to OCB (Wayne et al., 1997). Prior research has found that employees who feel they are well supported by their organizations tend to reciprocate by engaging in more acts of citizenship behavior than those having lower levels of POS (Eisenberger et al., 2001). Perceived Organizational Support includes policies that can enhance the feeling of achievement, a feeling to make a positive contribution to the organization in achieving goals (Eisenberger et al., 2001). Relationship POS and OCB reveals an underlying logic: an employee's general perception that an organization values him/her is connected to an overall perception of support, which is expected to lead the employee to reciprocate with increased OCB (Moorman et al., 1998; Setton et al., 1996). Furthermore, George and Brief (1992) also stated that POS at a high level will increase OCB, by providing constructive ideas and trying to improve the knowledge and skills that are beneficial to the organization.

**Hypotheses 1: Perceived Organizational Support will be positively related to Organizational Citizenship Behavior.**

**Relationship Perceived Organizational Support with Affective Commitment**

Eisenberger and Rhoades (2002) states that" POS is positively related to offer constructive suggestion for organizational improvement, and affective organizational

commitment". Furthermore, Setton et al. (1996) stated that "the employee's perception of support from their organization provides the basis for the development of affective commitment. Employee perceptions of support from their organization became the basis for the development of affective commitment of employees. Meyer and Allen (1997) have argued that AC mainly develops through personal fulfillment. Employees, who associate their well-being with the organization are likely to form affective attachment with the organization. Affective commitment is a commitment because of the positive emotions about the organization. Following social exchange theory, POS is an organization commitment to employee and affective commitment is a commitment employee to the organization.

**Hypotheses 2: Perceived Organizational Support will be positively related to Affective Commitment**

**Relationship Perceived Organizational Support with Organizational Identification (OID)**

Organizational identification based on the Social Identity Tajfel and Turner (1985) defines social identity as "that part of an individual's self concept which derives from his or her knowledge of his or her membership to social group (or social groups) together with the value and emotional significance attached to that membership". Mael and Ashforth (1992) argues that employees found to have high identification will think and act from the perspective of the organization and organizational

Identification will be enhanced by factors that make the organization attractive for employees to foster positive emotions for employees (Van Knippenberg et al, 2007), POS is a form of internal respect from the organization. Respect from the organization increases employees' feelings of obligation and self-enhancement are increasing organizational identification.

### **Hypotheses 3: Perceived Organizational Support will be positively related to Organizational Identification**

#### **Relationship Organizational Identification (OID) with Organizational Citizenship Behavior.**

Organizational identification is a way to explain the relationship between organization's member and the organization. Identification can be defined as 'the perception of oneness with or belonging to the organization' (Ashforth and Mael, 1989). Empirical studies have explained that employees who have high identification show positive attitude to the organization in which their work (Mael and Ashforth, 1992). Several studies have shown that high organizational identification will benefit both the organization and employees. Ashforth and Mael (1989) also stated that the identification of a member of the organization is to increase the confidence (self – esteem). Members of the organization are motivated by self - enhancement needs, they tend to identify with the organization that gave a positive quality to them (Dutton et al., 1994). Organizational identification is high not only leads to better performance but also on Organizational Citizenship Behavior (Van Dick et al., 2005).

### **Hypotheses 4: Organizational Identification will be positively related to Organizational Citizenship Behavior**

#### **Relationship Organizational Identification with Affective Commitment**

Core concept of social identity theory is refers to the extent to which someone identifies with a particular group or organization (Tajfel and Turner, 1985; Turner, 1982). Furthermore Ashforth and Mael (1989: 21) states identify the organization as a perception of unity with, or ownership of a particular human aggregates, specifically in a group which employees interact with each other. Organizational identification is the concept of cognitive perception is a process whereby a person so deep beliefs about the organization so that it becomes self-referent. Identification is a perceptual - cognitive concept. Further Bergami and Bagozzi (2000) suggested that the organization's social identity is important, but it should be realized with the emotional component of a well.

emotional component in organizational identification is affective commitment.

Meyer and Allen (1991) stated that affective commitment is a positive feeling of identification, attachment and involvement in the organization of work.

### **Hypotheses 5: Organizational Identification will be positively related to Affective Commitment**

#### **Relationship Affective Commitment with Organizational Citizenship Behavior (OCB).**

Affective commitment is the relative strength of individual identification with involvement in the organization (Mowday et al., 1982:27). Affective commitment will drive positive behavior, Organ (1990) concluded that affective commitment is conceptually psychosocial cause feelings of closeness as an antecedent of OCB. Some studies suggest that organizational commitment is a factor that determines the OCB and affective commitment significantly influence the two dimensions of OCB are altruism and compliance (Organ and Ryan, 1995). Study of Meyer et al. (2002) also found that among the three dimensions of commitment, such as affective commitment, normative and continuance, affective commitment has the strongest positive correlation with OCB. Affective commitment that employees can be a predictor for the emergence of extra role behavior (OCB). Employees who feel affective commitment has an emotional attachment to the organization, feel part of the organization and a desire to always be involved with the organization and a desire to do the best for the organization and will be bring Organizational Citizenship Behavior (OCB). Further study of Morin et al. (2011) also concluded that the effect of affective commitment with OCB. Affective commitment arises because of strong belief and acceptance of the values and goals of the organization, willingness to help the organization achieve its goals. O'Reilly and Chatman (1986) explains that identification reflects a desire for affiliation, which led to the organization members to behave consistent with the expectation that the organization has a high intrinsic motivation to produce the best performance (Johnson and Qin Yang , 2010) .

### **Hypotheses 6: Affective Commitment will be positively related to Organizational Citizenship Behavior**

#### **The Role of Creative Organizational Climate as a moderator of the relationship of Perceived Organizational Support with Organizational Citizenship Behavior.**

Some studies have suggested that POS has a positive effect on OCB (Eisenberger et al., 1986, 1990; Moorman et al., 1998; Wayne et al., 1997). Action organization by

giving attention to the systems that provide the benefit to members of the organization will be able to create an organizational climate that can reinforce the behavior of OCB. OCB directed at innovative behavior will be reinforced by the creative organizational climate. Creativity climate arise not as a result of the individual alone but rather the result of the interaction with the social system. Creativity can't emerge spontaneously (Leonard Sensiper, 1998, in Kylene and Shani, 2002), many external factors that participate in stimulating and maximizing the power of creativity. The climate is positively perceived by members of the organization to behave creative. Amabile et al. (1996) found that creative organizational environment characterized by a commitment to the organization's members on the organization's objectives, freedom and autonomy with regard to choice tasks, the emergence of the idea of the encouragement, recognition, rewards worthy of management for creative work.

**Hypotheses 7: Perceived Organizational Support will be positively related to Organizational Citizenship Behavior with Creative Organizational Climate as a moderator variable**

## CONCLUSION

Challenges ahead in universities in the face of global competition, is the ability of educational institutions to put themselves in line with the leading universities in the world. The development of higher education can't be separated from the role of lecturer. Organization Citizenship Behavior (OCB) is an important aspect to achieve the best performance of lecturers in universities. Organizational Citizenship Behavior (OCB) is not only as good organizational citizens (good citizenship). However, Organizational Citizenship Behavior (OCB) is a behavioral description of the task that exceeds the change-oriented organizational performance. OCB directed at changes in performance such as generate ideas or new working methods, provide suggestions for improvement on the work of others, and give an advice on the rules or policies that are not productive. Perceived Organizational Support (POS) affect the OCB through the affective commitment and Organizational Identification. Creative behavior is not only built on personal qualities, but also affected by the support of the organization's creative climate. The supported faculty will be able to reinforce the behavior Organizational Citizenship Behavior when there is a creative climate in university.

## REFERENCES

Allen, Natalie J, Meyer JP (1990). The Measurement and Antecedent of Affective, Continuance and Normative Commitment to The Organization. *J. Occupational Psychol.* 63: 1-18.

- Amabile, T, Conti I, Coon, H (1996). Assessing The Work Environment for Creativity. *Academy of Management Review*, 39:1154-1184.
- Amabile, T. M., Hill, K., Hennessey B. A., Tighe, E (1994). The Work Preference Inventory: Assessing Intrinsic and Extrinsic Motivational Orientations. *Journal of Personality and Social Psychology*, 66 : 950-967.
- Ashforth BE, Mael F (1989). Social Identity Theory and The Organization. *Academy of Management Review*, 1: 20 – 39.
- Aquino H (2013). *Performance Management*. Third Edition. United State of America: Pearson.
- Bateman TS, Strasser S (1984). A Longitudinal Analysis of the Antecedents of Organizational Commitment. *Acad. Manage. J.* 21: pp. 95-112.
- Bergami M, Bagozzi RP (2000). Self-categorization, Affective Commitment and Group Self-Esteem as Distinct Aspects of Social Identity in the Organization. *Br. J. Social Psychol.* 39: 555 – 577.
- Blau P (1964). *Exchange and Power in Social Life*. New York : Wiley.
- Borghini S (2005). Organizational creativity: Breaking Equilibrium and Order to Innovate. *J. Knowledge Manage.* 9: 19-33.
- Borman WC, Motowidlo SJ (1993). Expanding the Criterion domain to Include Elements of Contextual Performance. In N. Schmitt and W. C. Borman (Eds.), *Personnel Selection in Organizations*. San Francisco: Jossey-Bass, 71–98.
- Carmeli, Abraham and Colakoglu, Sidika Nihal (2005). The Relationship between Affective Commitment and Organizational Citizenship Behaviors: the Moderating Role of Emotional Intelligence. *Acad. Manage. J.* 39 : 464-482.
- Celik AM, Findik (2012). The Effect of Perceived Organizational Support On Organizational Identification, *World Academy of Science, Engineering and Technology*, 68.
- Choi JN (2007). Change-Oriented Organizational Citizenship Behavior: Effects of Work Environment characteristics and Intervening Psychological Processes. *J. Organ. Behavior*, 28 :467-484.
- Coleman VI, Borman WC (2000). Investigating the Underlying Structure of the Citizenship Performance Domain. *Human Resource Management Review*, 10: 25-44.
- Coyle-Shapiro J, Kessler I, Purcell J (2004). Exploring Organizationally directed Citizenship Behavior: Reciprocity or 'it's My Job. *J. Manage. Studies*, 41: 85-106.
- Dutton JE, Dukerich JM, Harquail CV (1994). Organizational Images and Member Identification. *Administrative Science Quarterly*, 39: 239-264.
- Eisenberger, R., Huntington, R., Hutchison, S., and Sowa, D (1986). Perceived Organizational Support. *Journal of Applied Psychology*, 71: 500 – 507.
- Eisenberger R., Fasolo, P., and Davis-LaMastro, V (1990). Perceived Organizational Support and Employee Diligence, Commitment, and Innovation. *J. Appl. Psychol.* 75: 51-59.
- Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P.D., and Rhoades, L. (2001). Reciprocation of Perceived Organizational Support. *J. Appl. Psychol.* 86 : 42-51
- Eisenberger R, Rhoades L (2002). Perceived Supervisor Support: Contributions to Perceived Organizational Support and Employee Retention. *J. Appl. Psychol.* 87: 565–573.
- Ekvall G, Isaksen. S.G. and Lauer, K.L (2000). Perception of the Best and Worst Climates for Creativity. *Creativity Research Journal*. 13 : pp. 171-184.
- Fuller, B.J, Hester, K., Barnett, T. , Frey, L. Relyea, C (2006). Perceived Organizational Support and Perceived External Prestige: Predicting Organizational Attachment for University Faculty, Staff and Administration, *The J. Social Psychol.* 146 : 327-347.
- George JM, Brief AP (1992). Feeling good doing good: A Conceptual Analysis of the Mood at Work – Organizational Spontaneity Relationship. *Psychological Bulletin*, 112: 310-329.
- Greenberg G, Baron RA (1993). *Behavior in Organizations*. Third Edition. New Jersey: Prentice -Hall, Inc.
- Isaksen SG, Lauer, K.J., Ekvall, G., Britz, A (2001). Perceptions of the best and Worst Climates for Creativity: Preliminary Validation Evidence for the Situational Outlook Questionnaire. *Creativity Research Journal*. 1 :171-184.



- Jahangir, N., Akbar, M., Begum N (2006). The Role Of Social Power, Procedural Justice, Organizational Commitment, and Job Satisfaction to Organizational Citizenship Behavior. *ABAC Journal*, 26: 21- 36.
- Jen Lin, Jennifer Shu and Shu, Cheng Lin (2011), Moderating effect Organizational Climate on The Relationship of Organizational Support and Service Oriented Organizational Citizenship Behaviors. *Afr. J. Bus. Management*, 5 : 582-595.
- Johnson R, Qin Yang Liu (2010). Commitment and Motivation at Work: The Relevance of Employee Identity and Regulatory Focus. *Academy of Management Review*, 35: 226-245.
- Katz D (1964). Motivational Basis of Organizational Behavior. *Behavioral Science*, 9: 131-146.
- Katz D, Kahn RL (1966). *The Social Psychology of Organization*. New York : John Wiley and Sons, Inc
- Konovsky MA, Pugh SD (1994). Citizenship Behavior and Social Exchange. *Acad. Manage. J.* 37: 656-669.
- Kylen SF, Shani AB (2002). Triggering Creativity in Teams: An Exploratory Investigation. *Creativity And Innovation Management*. USA: MA Blackwell Publishers Ltd.
- Mael F, Ashforth BE (1992). Alumni and Their Almamater: A Partial Test of The Reformulated Model of Organizational. *J. of Organizational Behavior*, 13: 103-124.
- Meyer JP, Allen NJ (1991). A Tree Component Conceptualization of Organizational Commitment. *Human Resource Management Review*, 1: 61-89.
- Meyer, J.P. D.J. Stanley, L. Herscovich, L. Topolnitsky (2002). Affective, Continuance and Normative Commitment to The Organization : A Meta- Analysis of Antecedents, Correlates, and Consequences. *Journal of Vocational Behavior*, 61 : 20-52
- Meyer JP, Allen NJ (1997). Commitment in the Workplace: Theory, Research, and Application. Thousand Oaks, CA: Sage Publications.
- Miner John B (1992). *Industrial Organization Psychology*. International Edition. Psychology Series. New York : Mc.Graw-Hill.
- Moorman RH, Blakely, G.R., Niehoff, B.P (1998). Does Perceived Organizational Support Mediate the Relationship between Procedural Justice and OCB, *Academy of Management Journal*, 41 : 351-358.
- Morin, Alexandre JS (2011). Affective commitment and Citizenship Behaviors across Multiple Foci, *Journal of Managerial Psychology*, 26 : 716-738.
- Mowday R, Porter, L.W., Steers, R.M (1982). Employee-Organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover, New York, NY: Academic Press.
- Niehoff BP, Moorman RH (1993). Justice as a mediator of the Relationships between methods of Monitoring and Organizational Citizenship Behavior", *Academy of Management Journal*, 36: 527-56.
- Oldham GR, Cumming E (1996). Employee Creativity : Personal and Contextual Factors at Work. *Academy of Management Journal*, 39 : 607-634.
- O'Reilly CA, Chatman J (1986). Organizational Commitment and Psychological Attachment: The Effects of Compliance, Identification, and Internalization on Prosocial Behavior. *J. Appl. Psychol.* 71 :492-499.
- Organ DW (1977). A Reappraisal and Reinterpretation of the Satisfaction - Causes - Performance Hypothesis, *Academy of Management Review*, 2 :46-53.
- Organ DW (1990). The Motivational Basis of Organizational Citizenship Behavior in Staw, B.M. and Cummings, L.L. (Eds), *Research in Organizational Behavior*, Vol. 12, JAI Press, Greenwich, CT, 43-72.
- Organ DW, Ryan K (1995). A Meta Analysis Review Of Attitudinal and Dispositional predictor of Organizational Citizenship Behavior. *Personnel Psychology*, 48: 775-802.
- Organ DW Podsakoff, P.M and S.B. MacKenzie, S.B (2006). *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences*, Thousand Oaks, CA : Sage.
- Parnell JA, Crandall W (2003). Propensity for Participative Decision-making, Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior, and Intention to Leave among Egyptian managers. *Multinational Business Review*, 11: 45.
- Rhoades L, Eisenberger R (2002). Perceived Organizational Support: A Review of the Literature. *J. Appl. Psychol.* 87:698-714.
- Robbins , Stephen P (1994). *Teori Organisasi, Struktur , Desain dan Aplikasi*. Edisi Ketiga. Alih bahasa oleh Jusuf Udaya. Jakarta : Arcan.
- Sallis, E. (2002). *Total Quality Management in Education*. London : Kogan Page Limited.
- Sawers A (2011). *The Effects of Perceived Supervisor Support, Organisational Justice and Change Management Strategies in the Context Organisational Restructuring*, Thesis, Unpublished. Department of Psychology, University of Canterbury
- Settoon RP, Bennet, N. and Liden, R.C (1996). Social Exchange in Organizations: The Differential Effects of Perceived Organizational Support and Leader Member Exchange. *J. Appl. Psychol.* 81: 219-239.
- Shore LM, Shore TH (1995). Perceived organizational Support and Organizational Justice. In R. S. Cropanzano and K. M. Kacmar (Eds.), *Organizational Politics, Justice, and Support: Managing the Social Climate of the Workplace* , Westport, CT: Quorum Super, D.,149-164.
- Smith CA, D.W. Organ, J.P. Near (1983). Organizational Citizenship Behavior : Its Nature and Antecedents. *Journal of Applied Psychology*, 68 : 653-663.
- Soemantri, Satryo Brodjonegoro, 07 Juli 2012 Menyongsong UU PT Hakiki, Kompas.
- Tajfel H, Turner JC (1985). The Social Identity Theory of Intergroup Behavior, in S. Worchel and W.G. Austin (Eds.), *The Psychology of Intergroup Relations* , Nelson-Hall, Chicago , IL. 7 – 24 .
- Tekleab AG Takeuchi, R., Taylor, M.S (2005). Extending the c Chain of Relationships Among Organizational Justice, Social Exchange, and Employee Reactions: The Role of Contract Violations. *Academy of Management Journal*, 48 : 146-157.
- Tierney P. Farmer, S. M., Graen , G. B. (1999). An Examination of Leadership and Employee Creativity: The Relevance of Traits and Relationships. *Personnel Psychology*, 52: 591-620.
- Truckenbrodt, Yolanda B (2000). The Relationship Between Lader-Member Exchange and Commitment and Organizational Citizenship Behavior. *Acquisition Review Quarterly*, Summer.
- Turner JC (1982). Towards a Cognitive Redefinition of the Social Group , In H. Tajfel (Eds ) , *Social Identity and Intergroup Relations* , Cambridge University Press, Cambridge, 15 – 40 .
- Tyler TR (1999). Why people cooperate with Organizations: An Identity- Based Perspective. In. R. I. Sutton and B. W. Staw (Eds). *Research in Organizational Behavior*, Greenwich, CT: JAI, 201-247.
- Van Dick R, Wagner, U., Stellmacher, J., Christ, O., Tissington, P.A (2005). To be (long) or not to be (long) : Social Identification in Organizational Contexts, Genetic, Social, and General Psychology Monographs, 13 : 189-218.
- Van Dyne L. Graham, J. W., Dienesch, R. M (1994). Organizational Citizenship Behavior: Construct Redefinition, Measurement, and Validation. *Academy of Management Journal*. 37:765 -802.
- Van Dyne L, LePine, JA (1998). Helping and Voice Extra-Role Behavior: Evidence of Construct and Predictive Validity. *Academy of Management Journal*, 41:108-119.
- Van Dyne, L. Cummings, L. L. , McLean Parks, J. M (1995). Extra-Role Behaviors : In Pursuit of Construct and Definitional clarity (A bridge over muddied waters). In L. L. Cummings and B. M. Staw (Eds.), *Research in Organizational Behavior*. Greenwich, CT: JAI Press, 17: 215-285.
- Van Knippenberg, D., Van Dick, R., Tavares, S (2007). Social Identity and Social Exchange : Identification, Support and Withdrawal from the Job, *J. Appl. Social Psychol.*, 37: 457-477.
- Van Scotter JR, Motowidlo SJ (1996). Evidence for Two Factors of Contextual Performance: Job Dedication and Interpersonal Facilitation. *J. Appl. Psychol.* 81: 525-531.
- Wanghui, Law K. S., Hackett, R. D., Wang, D., Chen, Z. X (2005). Leader-Member Exchange as a Mediator of the Relationship between Transformational Leadership and Followers' Performance and Organizational Citizenship Behavior. *Academy of Management Journal*, 48: 420-432.



Wayne S.J., Shore, L.M., Bommer, W.H., Tetrick, L.E (2002). The Role of Fair Treatment and Rewards in Perceptions of Organizational Support and Leader-Member-Exchange. *Journal of Applied Psychology*, 87 : 590-598.

Wayne S.J., Shore, L. M., Liden, R. C (1997). Perceived Organizational Support and Leader Member Exchange: A Social Exchange Perspective. *Academy of Management Journal*, 40 : 82-111.

Williams L.J., Anderson SE (1991). Job Satisfaction and Organizational Commitment as Predictors of Organizational Citizenship and In Role Behaviours. *Journal of Management*, 17: 601-617.

Wren, Daniel A., (2005). *The History of Management Thought*, Fifth Edition, United States of America: John Wiley and Sons, Inc.

How to cite this article: Yulianti P (2014). Building organizational citizenship behavior with creative organizational climate support: a conceptual framework in higher education. *Educ. Res.* 5(3):98-106