Does motivation play moderating role on organizational citizenship behavior? Evidence from Indonesian telecommunication firms

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CHRONICLE	ABSTRACT
	Highly competitive and continuous business changes in telecommunication industry make organizational citizenship behavior (OCB) strategically important. This research aims to test the impact of transformational leadership of the direct supervisor on working motivation of the employees. Does supervisor's leadership capability impact on employees' work motivation more intrinsically or extrinsically? The study was conducted in an Indonesian telecommunication company which provides television cable and high-speed internet services for the high-rise building in Java and Sumatra. It involved 199 employees as the respondents. The collected data was analyzed with structural equation modelling approach. The statistical test has proved that transformational leadership has a positive impact on work motivation and organizational citizenship behavior. The motivation – both extrinsic motivation and intrinsic motivation, impacts on organizational citizenship behavior significantly. Although transformational does impact on organizational citizenship behavior both directly and indirectly, but the working motivation does not play a mediating role in the relationship between transformation leadership and organizational citizenship behavior.

1. Introduction

Business competition, technological developments, and ever-changing regulations make working in telecommunication companies not as easy as before. The employees are demanded to maintain their work motivation and organizational citizenship behavior optimally to achieve continually increasing targets. Leadership capability of superiors or team leaders who can manage the collective performance of teams is essential in dealing with these challenges. Especially for telecommunication company, the technological changes and dynamic market competition makes doing business more difficult. Telecommunication has an impactful contribution to humanity, society, and culture. The World Bank data showed that the increase in cell phone penetration would increase national income per capita (Ibrahim & Aslinda, 2015). Currently, Indonesia has five big cellular operators. Yet, the growth of the telco industry was more due to the decline—the new services from the over the top providers and tariff wars between operators in data services. The telco industry is a capital intensive and technology-intensive and intensive labor (Deha, 2019). Consequently, the telecommunication industry should have enthusiastic human capital in supporting company goals. Based on the factual conditions in Indonesia's telco industry, this research is interested in elaborating OCB and the impacts of leadership and motivation on OCB.

2. Literature Review

2.1 Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is not a formal job description written in the employment contract and not directly related to the organization's reward/compensation system. Individuals are also not required to do so. OCB is about willingness to do more. In the most competitive era like today, OCB can support the organization in achieving organizational goals and obtaining the organization's competitive advantage. As known, the organization consists of people, and the willingness to do

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more can be the best thrust in creating the organization dynamic. OCB defines as an interpersonal behavior that shows willingness and concern to achieve common interests. There are three main characteristics related to OCB: (1) discretionary decisions, (2) without formal rewards, (3) contribute to the effectiveness of the organization. OCB is a free choice behavior and exceeds the minimum requirements of a job. The result of OCB will accommodate to the organization's effectiveness. It can also improve the efficiency and effectiveness of organizational functions. Provided doing it collectively and continuously, it might improve organizational enhancement. OCB consists of five dimensions: altruism (desire to help), conscientiousness (dedication), civic virtue (responsibility), courtesy (encouragement), and sportsmanship (tolerance). Furthermore, the OCB indicators are all about willingness, such as to help others unconditionally or to help others who have work difficulties, including new co-workers. Furthermore, OCB includes initiatives, responsibilities, and working time efficiency. It is about contributing beyond minimum standards. OCB is also about obedience, participation, appreciation, respect, acceptance, tolerance, and priority. In conclusion, the parameter of OCB is willingness and care among individuals within the organization. (Yang & Cheng-Kiang Farn, 2006; Yu & Chu, 2007; Othman & Abdullah, 2010; Teh & Yong, 2011; Arustei & Leon, 2012; Ramachandran, Jordan, Troth, & Lawrence, 2012; Ramachandran et al., 2012; Tambe & Meera, 2014; Sadegh, 2015; Chiu & Chien, 2015; Husain & Husain, 2016; Abzari, Shahin, & Abasaltian, 2016; Abzari, Shahin, & Abasaltian, 2016; Abzari, Shahin, & Abasaltian, 2016; Abzari, Shahin, & Abasaltian, 2016; Dhabi, 2018).

2.2 Working Motivation

The Latin word "movere," which means to move, is the word root of motivation. A motive or a reason to do something is the trigger of motivation. Therefore, motivation defines the strength and direction of behavior that make people behave in a certain way. Motivation divides into two categories, namely intrinsic motivation and extrinsic motivation. Intrinsic motivation is the strength that comes from within the individual. It is an encouragement that arises because individuals believe their work is relevant, engaging, challenging, and offers opportunities for growth and development. While extrinsic motivation associates with outside factors. It is a driving force from outside the individual, such as money, recognition, and promotion. Intrinsic motivation emerges when individuals are inspired by "the positive internal feelings that such as positive emotions, satisfaction, self-praise because they feel that their work is important, engaging, and challenging. This feeling provides a reasonable degree of autonomy (freedom to act), opportunities to achieve and advance, develop their skills and abilities. In other words, intrinsic motivation is a driving force from work itself (Ali et al., 2014b, 2014a; Anjum et al., 2014; Armstrong, 2015, 2010b; Baškarada & Koronios, 2018; Batchelor et al., 2014; Blanz, 2017; Faturochman, 1997; Fried & Ferris, 1987; Gagné et al., 2019; Hackman & Oldham, 1976; Hadi & Adil, 2010; Hussein, 2018; Lunenburg, 2011; Muku, 2013; Na-Nan & Pukkeeree, 2013; O'Brien, 1982; Oerlemans & Bakker, 2018; Okonkwo et al., 2019; Park, 2017; Sneed & Herman, 1990). In contrast, extrinsic motivation occurs when things are done for people to motivate them or results from the potential or actual receipt of external rewards such as incentives, increased pay, praise or promotion, disciplinary action or criticism (Armstrong, 2010, 2015; Halawi, Aronson, & McCarthy, 2005; Nili, Isfahani, & Tanhaei, 2013). Previous researches explain that extrinsic and intrinsic motivation has an impact on OCB as OCB defines as discretionary contribution exceeding the firm description that does not put any claim on contractual recompense from a formal reward system. Discretion means this type of behavior is not a requirement; it is more like a personal choice. The concept of employee motivation is about encouraging employee attitude towards the organization and its vision. Motivation among employees can create, develop, and increase OCB. Many kinds of research explained that employees who showed higher levels of motivation engaged in OCB (Huei, Mansor, & Tat, 2014; Ibrahim & Aslinda, 2015; Shaaban, 2018).

Hypothesis 1: Working motivation has a positive impact on Organizational Citizenship Behavior significantly

2.3 Transformational Leadership

Leadership is a process. It is a process of social influence that increases the effectiveness of the organization. Leaders may influence their subordinates by helping them to achieve specific goals (Apoi & Latip, 2019). One of the many leadership styles is Transformational Leadership, which defines as a motivation that influences people to have the same vision to achieve and reach the organizational goals (Lan, Chang, Ma, Zhang, & Chuang, 2019). Downton first coined the transformational leadership in 1973, but the concept got the worldwide acknowledgment in 1978 by the publication of James MacGregor Burns' book "Leadership". Bass expanded the theory of transformational leadership in 1985. Since then, transformational leadership is believed to can inspire and motivate subordinates to perform and attain goals beyond regular expectations (Abuzaid, Alma, & Al-haraisa, 2019; Reza, 2019). Leaders who adopt transformational leadership can motivate their employees better to perform beyond expectations (Apoi & Latip, 2019; Susilo, 2018). It creates positive and valuable outcomes by enhancing the subordinate's motivation, morale and performance. The dimensions of transformational leadership are: (1) idealized influence/a role model means a leader should have self-confidence, a vision and passion that can make his/her subordinates follow his/her orders sincerely, (2) inspirational motivation means a leader can convey the organizational goals to his/her subordinates. In return, his/her subordinates will show optimism and hope regarding self-development and organizational development. It means that self-motivation is coherent with the organizational goal, (3) intellectual stimulation means a leader should support the enhancement of his/her subordinates especially in their knowledge, creativity, analytical thinking dan problem solving, (4) individualized consideration means a leader shows respect and care for his/her subordinates (Abuzaid et al., 2019; Lan et al., 2019; Susilo, 2018). While the indicators of transformational leadership are: vision and mission, pride, respect,

trust, communication with high expectations, encouraging intelligence, rationality and problem solving, personal attention, serve personally, coaching and mentoring (Susilo, 2018). Many kinds of research have examined the significant impact of transformational leadership on work outcomes such as organizational commitment, organizational citizenship behavior, job satisfaction, and individual work performance (Abuzaid et al., 2019; Apoi & Latip, 2019). Transformational leadership also has an impact on performance beyond expectations. It creates emotional relations with its followers and inspires excellent values such as a shared mission, a sense of purpose; consequently, it brings an organizational commitment of subordinates, satisfaction, performance outcomes and enhances the effectiveness of strategic decisions (Abuzaid et al., 2019; Apoi & Latip, 2019; Reza, 2019). For conceptualizing transformational leadership, this research uses four dimensions: idealized influence, inspirational motivation, individual consideration, and intellectual stimulation. Transformational leadership has a positive impact on employee's performance since there is a relationship between leader and subordinates that will create a cooperative and transformational atmosphere that is beneficial to performance. Also, previous researches showed that there is a positive influence on employee OCB. It infers that transformational leadership using emotional touch, such as personal consideration that could improve employees' sense of belonging. This positive effects of transformational leadership interconnected with extra-role behavior at work (Jiang, Zhao, & Ni, 2017; Khalili, 2017; Majeed, Ramayah, Mustamil, Nazri, & Jamshed, 2017; Nasra & Heilbrunn, 2014; Nohe & Hertel, 2017; Udin, 2020)

Hypothesis 2: Transformational leadership has a positive impact on Organizational Citizenship Behavior.

The previous researches about transformational leadership and motivation found that transformational leadership has a positive and significant effect on employee motivation. The findings of the study show that informal roles and other social activities among peers can obtain motivation. Theory of transformational leadership is critical since there is a positive relationship between transformational leadership and other dependent variables such as job satisfaction, organizational commitment, motivation and employee's performance (Ahmad et al., 2014; Khalifa Elgelal & Noermijati, 2014; Lizette Eriksson, Frida Jonsson, 2016). These empirical facts, this research needs to examine the relationship between leadership and motivation.

Hypothesis 3: Transformational leadership has a positive impact on working motivation.

3. Research Methodology

The study took place in an Indonesian telecommunication company. It provides television cable and high-speed internet services especially for the high-rise building in Java and Sumatra. The research got 199 employees as respondents. Fig. 1 shows the respondent profile. Most of the respondents are men (54%), aged under 38 years old (75%). They have a university educational background, which is a bachelor's or master's degree (75%). They have worked for the company for less than 13 years (78%). The respondents are mostly individual performers – as staff or officers (71%), and their monthly salary is below IDR. Eleven million (74%).
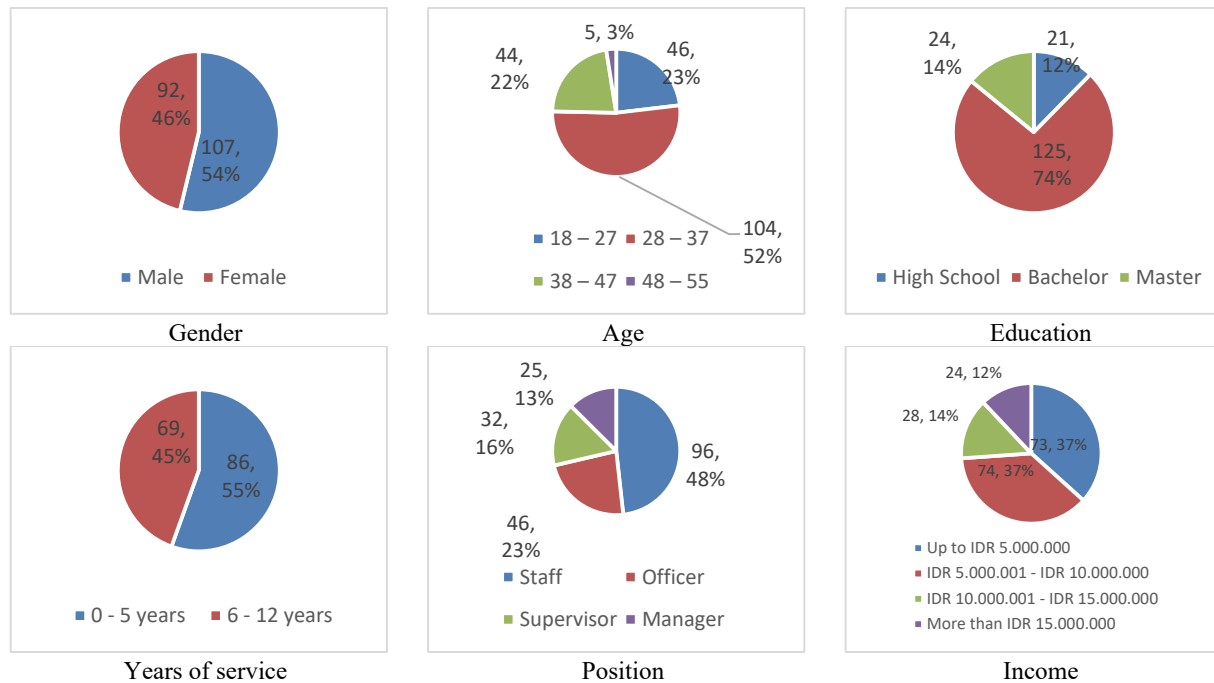

Fig. 1. Profile of Respondents

This research is based on a quantitative study with a partial least square structural equation model (PLS-SEM) as statistical data analysis. SmartPLS version 3 is used for running the analysis. The second-order model is used as a research model. The measurement model of this research is demonstrated in Fig. 2. All variables reflected in their dimensions and indicators.
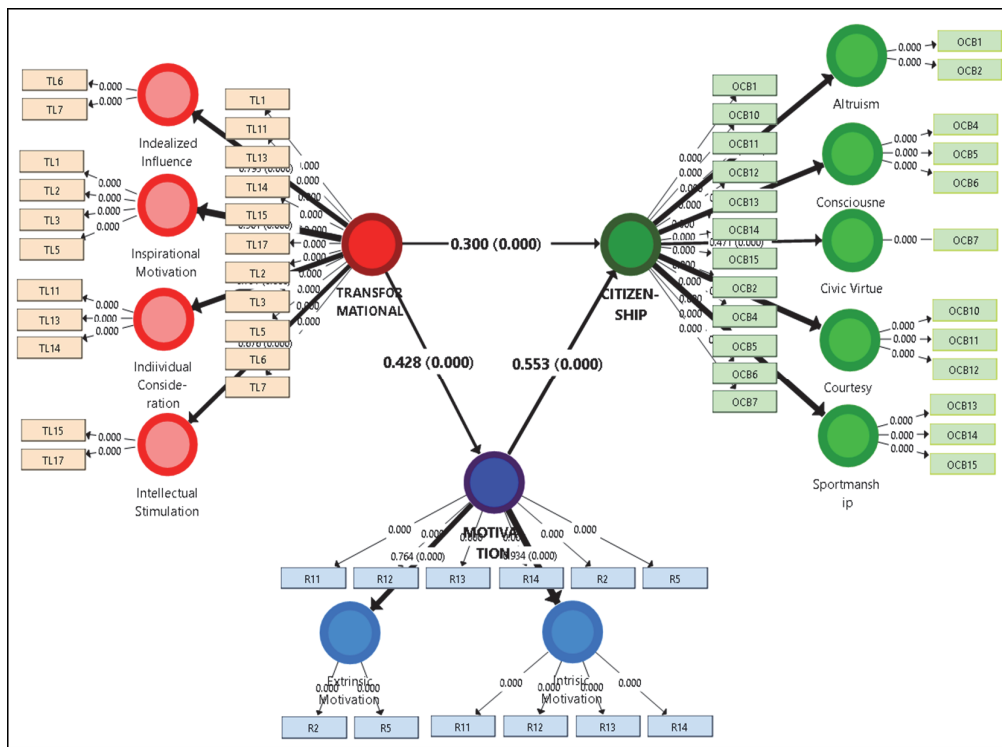

Fig. 2. Research Framework

Some indicators measure all variables defined by some dimensions and all dimensions.

- OCB as the dependent variable is reflected into five dimensions: (1) *Altruism* – which is indicated by three indicators OCB01, OCB02, and OCB04); (2) *Consciousness* which is indicated by two indicators (OCB05 and OCB06); (3) *Civic Virtue* which is indicated by two indicators (OCB07 and OCB10); (4) *Courtesy* which is indicated by three indicators (OCB11, OCB12, and OCB13) and (5) *Sportsmanship* which is indicated by two indicators (OCB14 and OCB15).
- Working Motivation is an independent variable reflected into two dimensions: *Intrinsic Motivation* which is indicated by four indicators (R11, R12, R13, and R14) and *Extrinsic Motivation* which is indicated by two indicators (R02 and R05)
- Four dimensions reflect transformational leadership as independent variable: (1) *Idealized Influence* which is indicated by two indicators (TL06 and TL07), (2) *Inspirational Motivation* is indicated by two indicators (TL01, TL02, and Tl04), (3) *Individual Consideration* is indicated by three indicators (TL11, TL13, and Tl4), and (4) *Intellectual Stimulation* is indicated by two indicators (TL15 and TL17).

The result of validity and reliability analysis is displayed in Table 1 and Table 2. Validity analysis is based on concurrent and discriminant validity analysis. Reliability analysis is based on internal consistency and composite reliability. Table 2 describes the loading factor of all items and parameters of all dimensions: Cronbach's alpha, composite reliability, and average variance extracted (AVE). Table 2 explains the discriminant validity.

Loading Factor (LF) of all indicators are more than 0.70. In OCB, the lowest LF score is CB02 (0.701) and CB06 (0.701). The highest LF score is OCB07 (1,000). In Working Motivation, the lowest LF score is R11 (0.702), and the highest is R05 (0.817). In Transformational Leadership, the lowest LF score is TL14 (0.709), and the highest is TL15 (0.852). LF is more than 0.701. It means that all indicators are convergently valid. All variables and dimensions have an AVE score of more than 0.700, except Intrinsic Motivation (0.590). It means that all variables and dimensions of this research are internal consistency valid, except Intrinsic Motivation. But Intrinsic Motivation has discriminant validity score (0.509) is higher than other counts in the column (0.233 and 0.581). It means that intrinsic motivation is not convergent valid, but discriminant valid. According to Table 2, all dimensions have discriminant validity score (diagonally bold blue numbers) more than 0.70. The all diagonally bold blue numbers are bigger than the other numbers listed in the column. It means that all dimensions of all variables are discriminant valid.

Table 1
Validity and Reliability

Dimension	Item	Loading Factor	Cronbach's Alpha	Composite Reliability	AVE
ORGANISATIONAL CITIZENSHIP BEHAVIOR			**0.845**	**0.877**	**0.677**
Altruism	OCB01	0.888	**0.403**	0.760	0.618
	OCB02	0.701			
	OCB04	0.793			
Consciousness	OCB05	0.826	**0.664**	0.818	0.601
	OCB06	0.701			
Civic Virtue	OCB07	1.000	1.000	1.000	1.000
	OCB10	0.736			
Courtesy	0CB11	0.829	0.709	0.837	0.631
	0CB12	0.815			
	OCB13	0.743			
Sportsmanship	OCB14	0.855	0.727	0.846	0.648
	OCB15	0.813			
WORKING MOTIVATION			**0.706**	**0.795**	0.660
Extrinsic Motivation	R02	0.759	**0.544**	0.810	0.682
	R05	0.887			
	R11	0.702			
Intrinsic Motivation	R12	0.722	**0.633**	0.760	**0.348**
	R13	0.764			
	R14	0.723			
TRANSFORMATIONAL LEADERSHIP			**0.882**	**0.902**	**0.624**
Idealized Influence	TL06	0.785	**0.693**	0.814	0.527
	TL07	0.796			
	TL01	0.805			
Inspirational Motivation	TL02	0.825	0.821	0.882	0.652
	TL03	0.836			
	TL04	0.762			
	TL11	0.838			
Individual Consideration	TL13	0.747	**0.652**	0.809	0.587
	TL14	0.709			
Intellectual Stimulation	TL15	0.852	**0.540**	0.812	0.684
	TL17	0.802			

AVE = Average Variance Extracted

Table 2
Discriminant Validity

		1	2	3	4	5	6	7	8	9	10	11
1	Altruism	**0.786**										
2	Consciousness	0.490	**0.775**									
3	Courtesy	0.479	0.451	**0.794**								
4	Civic Virtue	0.204	0.394	0.275	**1.00**							
5	Extrinsic Motivation	0.447	0.366	0.481	0.214	**0.826**						
6	Individual Consideration	0.309	0.275	0.467	0.213	0.197	**0.766**					
7	Idealized Influence	0.412	0.360	0.527	0.236	0.366	0.606	**0.726**				
8	Inspirational Motivation	0.345	0.425	0.408	0.201	0.301	0.568	0.724	**0.807**			
9	Intrinsic Motivation	0.501	0.437	0.522	0.222	0.516	0.267	0.419	0.412	**0.599**		
10	Intellectual Stimulation	0.257	0.263	0.326	0.161	0.219	0.544	0.485	0.442	0.239	**0.827**	
11	Sportsmanship	0.510	0.483	0.608	0.305	0.452	0.339	0.408	0.298	0.581	0.342	**0.805**

4. Analysis and Discussion

The Cronbach's alpha score of Civic Virtue (1.000), Courtesy (0.709), Sportsmanship (0.727), and Inspirational Motivation (0.821) are more than 0,701. It means that those dimensions are internally consistent reliable. Table 2 demonstrates that the composite reliability score of all variables and dimensions is more than 0.700. It means that although Altruism, Consciousness, Intrinsic Motivation, Extrinsic Motivation, Idealized Influence, Individual Consideration, and Intellectual Stimulation are not internal consistent reliable, but they are composite reliable. Based on validity and reliability analysis, this research states that all variables and dimensions are statistically valid and reliable.

Table 3 demonstrates the path coefficient from the variable to its dimensions. Path coefficient of OCB to Sportsmanship (0.841), Courtesy (0.814), Consciousness (0.768), Altruism (0.15) and Civic Virtue (0.471) are indicated with t-Statistics (from 4.410 until 33.496) which are more than 1.96 and all p-Value (0.000) are lower than 0.05. It indicates that OCB is significantly reflected in all of its dimensions: Altruism, Consciousness, Civic Virtue, Courtesy, and Sportsmanship.

Table 3
Outer Path Coefficient

Variable	Dimensions	Path Coef.	t-statistics	P-Value	Result
Organizational Citizenship Behaviour	Altruism	0.715	18.155	0.000	Significant
	Consciousness	0.768	23.670	0.000	Significant
	Civic Virtue	0.471	4.410	0.000	Significant
	Courtesy	0.814	26.910	0.000	Significant
	Sportsmanship	0.841	33.496	0.000	Significant
Transformational Leadership	Individual Consideration	0.798	24.950	0.000	Significant
	Idealized Influence	0.891	54.180	0.000	Significant
	Inspirational Motivation	0.890	57.315	0.000	Significant
	Intellectual Stimulation	0.668	12.184	0.000	Significant
Motivation	Extrinsic Motivation	0.766	22.143	0.000	Significant
	Intrinsic Motivation	0.946	105.368	0.000	Significant

Path coefficient of Working Motivation to Intrinsic Motivation is (0.946) with t-statistic 105,368 and to Extrinsic Motivation (0.755) with t-statistic 22,143. Both of t-statistic scores are more than 1.96. It tells us that Working motivation is reflected statistically significant to Intrinsic and Extrinsic Motivation. Path coefficient of Transformational Leadership to Idealized Influence (0.891), Inspirational Motivation (0.890), Individual Consideration (0.798) and Intellectual Stimulation (0.668) are indicated with t-statistics13.184 to 37.111 and p-value 0.000. All t-statistics are more than 1.98 and p-value less than 0.05. It explains that Transformational Leadership is significantly reflected in all its dimensions: Idealized Influence, Inspirational Motivation, Individual Consideration, and Intellectual Stimulation. Fig. 2 displays the research model and an overview of the statistical analysis results. The research model consists of two parts: the structural and measurement model. The measurement model describes each variable with its dimensions and items. Table 4 has explained that all variables are defined by their dimensions and indicators significantly. The structural model explains the relationship among variables. Statistical analysis of those relationships demonstrated in Table 4, and it can be used as hypothesis testing analysis.

Hypothesis 1: The path coefficient from Working Motivation to OCB is 0.553 with t-statistics (10.303) more than 1.96 or p-Value (0.000) less than 0.05. It means that hypothesis null is rejected, and hypothesis 1 is accepted. Working motivation impacts positively and significantly on OCB.

Hypothesis 2: The path coefficient from transformational leadership to OCB is 0.320 with t-Statistics (5.266) more than 1.96 or p-Value (0.000) less than 0,05. It means that hypothesis null is rejected, and hypothesis 2 is accepted. Transformational leadership impacts positively and significantly on OCB.

Hypothesis 3: The path coefficient from transformational leadership to working motivation is 0.454 with t-Statistics (7.284) more than 1.96 or p-Value (0.000) less than 0,05. It means that hypothesis null is rejected, and hypothesis 3 is accepted. Transformational leadership impacts positively and significantly on working motivation.

Based on the hypothesis testing result, this research concludes that working motivation and transformational leadership are the antecedents of OCB. For improving the OCB, the company may provide intervention by improving the transformational leadership of direct supervisor and leveraging working motivation of employees. For improving the motivation of employees, the organization may intervene in the transformational leadership of direct supervisors.

Table 4
Hypothesis Testing

Hypothesis	Path coef.	t-statistics	P-values	Result
H1: Working Motivation → Organizational Citizenship Behavior	0.553	10.303	0.000	Accepted
H2: Transformational Leadership → Organizational Citizenship Behavior	0.302	5.266	0.000	Accepted
H3: Transformational Leadership → Motivation	0.454	7.284	0.000	Accepted

The relationship between transformational leadership and OCB has two paths: direct and indirect impact. Transformational leadership impacts directly on OCB with path coefficient of 0.302. Transformational leadership also impacts indirectly on OCB by the impact on working motivation first. The indirect impact score is 0.252 (= 0.454 × 0.553). Since the indirect impact score is lower than the direct one, this research concludes that working motivation does not play mediating roles. If the organization faces the situation to choose with one, it should be prioritized for improving OCB, the organization is recommended to improve the working motivation of employees first, since improving supervisor's leadership has a smaller impact on OCB

and does not provide a bigger impact to working motivation. Working motivation does not play a mediating role in the relationship between transformational leadership and OCB in this telecommunication company. The research results show that a transformational leadership style can support employees to be more confident and motivated to pursue success, higher goals, and strategic decision effectiveness in the future. These results can support the previous researches about the positive relationship between transformational leadership and motivation and employee's performance (Ahmad et al., 2014; Khalifa Elgelal & Noermijati, 2014; Lizette Eriksson, Frida Jonsson, 2016). Transformational leadership can encourage both individual performance and a spirit of teamwork since transformational leaders have a clearer vision. Therefore, they can look at problems from many different points of view. Consequently, they dare to reinvent and build an organization's capability to succeed in dynamic change and scarce resources. Also, transformational leadership can enrich interpersonal relationships by finding out the best thing in their subordinates, pay attention to personal development, and increase motivation among the employees. Continuing, the subordinates of the transformational leader grant the leader with trust that will concur with the leader's decisions and enhance Organizational Citizenship Behavior (OCB) in achieving corporate strategic goals. These results can support the previous researches about the positive relationship between transformational leadership and OCB (Jiang et al., 2017; Khalili, 2017; Majeed et al., 2017; Nasra & Heilbrunn, 2014; Nohe & Hertel, 2017; Udin, 2020). The concept of employee motivation is an encouraging attitude towards the organization. The impact of employees' motivation will increase employees' engagement that will increase OCB. This research results can support the previous research results of some scholars who did similar researches about the positive relationship between motivation and OCB. Motivation and OCB are provenly related to each other. The results show that if the employee has a stronger motivation, it will lead to a higher OCB level. This research results support previous researches about the significant relationship between motivation and OCB (Huei et al., 2014; Ibrahim & Aslinda, 2015; Shaaban, 2018).

5. Conclusion

The research results explain that working motivation has a positive and significant impact on OCB; then, transformational leadership has a positive and significant effect on OCB; and next then transformational leadership has a positive and significant impact on working motivation. Based on the research results, organizations should develop transformational leadership capability for the organization's leaders by providing them training programs in different dimensions of transformational leadership such as idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration. Additionally, the organization should enhance the ability to create managerial decisions, generate new ideas, and provide innovative alternatives in obtaining strategic goals effectively. Human Resources Manager should also focus on recruiting and hiring the leader candidates who have transformational leadership attributes. The company leaders and policymakers should develop the career path system as a motivator to who can improve their career. The career path system can be the right trigger in generating motivation that will lead to higher OCB that will create the desire of employees to contribute more in achieving the company's strategic visions. Company leaders should be able to develop motivating rewards instead of giving orders and punishments, especially in an instant-generation community like today's era, who consider personal gain more than getting trapped in the reward and punishment system. The impact of a good career path system will lead to positive feelings and attitudes toward oneself and the surroundings, which will encourage the employee's desire to accomplish the tasks as well as possible due to the standards of excellence. These standards will be in various forms of behavior; one of them is OCB. An employee with higher OCB will demonstrate extra effort to achieve success, will be more innovative and responsible, also will be more creative in anticipating failure. Transformational leader emphasizes collaboration. They prefer attaining tasks collectively, learning through shared experience, making the flexible decision, and encouraging employee participation. Besides, transformational leaders act as role models, pay attention to employee achievement, enhance the subordinates through coaching and mentoring to support employee innovative and creative ideas. When employees can associate their progress through organizational goals, they tend to make a positive contribution to the organization. Moreover, it will make the employee likely to support their colleagues (altruism) and give a positive contribution to organizational improvement (civic virtue). They also obey the organizational procedures and rules (conscientiousness), prevent problems to other employee's work (courtesy), and try to understand the organization's issues (sportsmanship). The company leader should reflect high moral, ethical standards. The leaders should pay attention to the need for his/her employees. They should use his/her power for the sake of his/her employees and in still a sense of pride. In return, the leaders will gain the respect and trust of his/her employees.

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