

# The Influence of Corporate Reputation And Organizational Support On Organizational Pride And Its Implication Of Organizational Citizenship Behavior

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**Abstract---** *This research aims at analyzing the influence of corporate reputation and organizational support on organizational pride and its implication to organizational citizenship behavior. This research is a quantitative study. This research was conducted in Politeknik negeri Malang with 567 populations and 235 samples consisted of lecturer and academic staff. Sampling technique used was proportionate random sampling. Collected data was processed based on the Descriptive Statistic Analysis Method, Inferential Statistic and Hypothesis Test using PLS program. Based on the result of SEM analysis by using PLS was obtained that there was a significant influence between corporate reputation and organizational support on organizational pride and its implication to organizational citizenship behavior. Politeknik Negeri Malang leader should be able to improve organizational citizenship behavior and institutional reputation through a program which actively contribute to improve social, economic and local community conditions.*

**Keywords:** *Corporate Reputation, Organizational Support, Organizational Pride, Organizational Citizenship Behavior*

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## I. INTRODUCTION

University is not only demanded to fulfill the National Standard of Higher Education (SNPT) that has been set by government, but also must have high competitive to be able to compete against the similar university in Indonesia or in International scale. Politeknik Negeri Malang (Polinema) is one of universities in Malang, East Java which is developing institution to have national and international achievement. Polinema needs to work hard to achieve a future vision through an advanced human resources development. Polinema is currently ranking B for institutional accreditation. Polinema's target is to have accreditation A and achieve international accreditation. For that matter, it needs effort by all stakeholders in Polinema.

Lecturer and academic staff play an important role as a pillar of institutional development. Professionalism, sense of care to the institution, and organizational citizenship behavior as a part of Polinema has to be always nurtured. Organizational citizenship behavior plays an important role in improving organizational performance. OCB is defined as employees' attitude to serve beyond the working standard voluntarily laid on the commitment to the institution. If all Polinema's employees have high OCB so Polinema's hope to be a leading university will come soon.

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## II. LITERATURE REVIEW

The literature review showed that researchers have been analyzing gender based travel behaviors for several decades. Indeed, there is an abundant amount of researches about gender disparities in terms of travel behaviors, travel patterns and modal choice. There are even researches about the factors affecting the choice of the purchased vehicle type and the correlation between this type and purchaser gender. Abolfazl Mohammadian in 2004 wrote a paper showing that female preferences for the purchased car are different from male preferences. The paper found that women prioritize practicality and safety, and they tend to choose vehicles with better safety features and more storage space [3]. Since this study focuses on the factors influencing the female travel demand and driving behavior in the Kingdom of Saudi Arabia, the literature review focused on the correlation between gender and travel patterns. In addition, the factors influencing female mode preferences, between the private car and the other transport modes, has identified in this section. Several studies stated that, there is a gender related disparities in term of travel behaviors in general travel patterns, modal choice, and car use. The study of Ng and Acker in 2018 found that gender significantly affects the transportation mode choice in eight studied cities: Auckland, Dublin Hanoi, Helsinki, Jakarta, Kuala Lumpur, Lisbon and Manila [4]. Moreover, based on the analysis of these eight cities, it has found that women have more similar travel characteristics to other women in different cities. Whereas, these characteristics differ from men's characteristics within the same city. Thus, the study reinforces the fact that gender plays a more considerable role in affecting travel behaviors than other factors such as built environment, existing transport services, age and income

### **Organizational Support, Corporate Reputation and Organizational Pride**

Gündüz (2014) defines organizational support as one's contribution to one's organization and its recognition by the organization". Actually, organizational support is support intended to employees to improve their performance through self-improvement and organizational recognition across employees ability.

Feldman et al. (2014) explains that corporate reputation is information about activity and organizational achievement which is spread, interaction built between organization and stakeholder (suppliers, salesmen, competitors, clients, investors, employees and local communities). In this research, corporate reputation is measured based on the perspective of employees.

Organizational pride is what employees feel as a result of self-identification with an organization having good reputation and track record where the employees get involved. Organizational pride indicator, according to Gouthier and Rhein (2011), consists of 2 types, namely emotional and attitudinal. Emotional and organizational pride refers to what employee feels for the success of an activity related to the organization. While attitudinal refers to the pride of every individual feels within his/her organization generating from general perspective to the organization. Attitudinal ends in individual cognitive so last longer.

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Feldman et al. (2014) explains that corporate reputation is information about activity and organizational achievement which is spread, interaction built between organization and stakeholder (suppliers, salesmen, competitors, clients, investors, employees and local communities). In this research, corporate reputation is measured based on the perspective of employees. In another research, Sánchez and González in 2016 found that there is a difference in travel patterns between women and men, despite the similarity in roles at work and at home [5]. Thus, it is clear that there is a consensus about the gender disparities in terms of travel behaviors.

Organizational pride is what employees feel as a result of self-identification with an organization having good reputation and track record where the employees get involved. Organizational pride indicator, according to Gauthier and Rhein (2011), consists of 2 types, namely emotional and attitudinal. Emotional and organizational pride refers to what employee feels for the success of an activity related to the organization. While attitudinal refers to the pride of every individual feels within his/her organization generating from general perspective to the organization. Attitudinal ends in individual cognitive so last longer.

**Organizational Citizenship Behavior**

Organizational citizenship behavior is a voluntary behavior to perform beyond the duties demand that contributes to the organizational success. According to Devi (2016), OCB is built from five dimensions which each of them are unique, namely Altruism, Conscientiousness, Civic virtue, Sportsmanship and Courtesy. Altruism means helping someone else to do his/her job. Conscientiousness contains performance of role prerequisite beyond the minimum standard not to mention absent from work. Civic virtue means participation behavior and showing attention of organizational continuing existence. Sportmanship means to show the availability to tolerate unfavorable condition without complaining. Courtesy is polite behavior and in accordance with the regulations to avoid interpersonal conflict.

**State of the Art**

A research that studies the influence of corporate reputation on organizational citizenship behavior has been frequently conducted such as by Robbins and Judge (2008), Foote and Tang (2007), Ghoutier and Rhein (2011), Baral and Bhargava (2008), and Yadav & Rangnekar (2014). As with a research studying the influence of organizational support on organizational citizenship which has been conducted many times. However, there is not a research yet that studies the influence of corporate reputation on organizational pride, the influence of organizational support on organizational pride, and the influence of organizational pride on organizational citizenship. For that matter, those matters become the novelty of this study. State of the art of the research refers to the earlier research conducted by some of experts and the research by proposing team as presented in Table 1.

**Table 1 - State of the Art**

No.	Researcher, Year	Method	Result
1.	Akturan and Sevik (2016)	Respondents were 458 students in Kocaely University random sampling method using SEM	Corporate reputation impacts on OCB
2.	Fu, Hui (2014)	respondents were 323 hotel staffs in China	Corporate reputation impacts on OCB

		random sampling method using SEM	
3.	Gündüz (2017)	819 teachers in Turki Random sampling Analysis tool used was Anova	Organizational support impacts on OCB
4.	Yohana (2017)	64 Chairmen in Jakarta Survey method Analaysis tool used was SEM	Organizational support impacts on OCB
5.	Devi Mageshkumar (2016)	113 marketing executives in India convenient sampling Analysis tool used was SPSS	Organizational support does not impact on OCB
6.	Demir (2015)	169 educators in Turki Random sampling method Analysis tool used was LISREL	Organizational support impacts on OCB
7.	Jebeli and Etebarian (2015)	192 workers in Iran Quota random sampling Analysis tool used was SPSS	Organizational support impacts on OCB
8.	Yadav and Rangneker (2014)	Respondents were 198 executives in India, random sampling method using SEM	Supervisory support impacts on OCB
9.	(2014)	respondents were banking company's staff in Pakistan random sampling method using SEM	Organizational support impacts on OCB
10.	(2011)	177 educational experts in Iran Random sampling Analysis tool used was SEM	Organizational support impacts on OCB
11.	Liu (2008)	162 expatriates in China Convenience sampling Analysis tool used was SEM	Organizational support impacts on OCB
12.	(2016)	respondents were starred-hotel employee in Malang random sampling method using SEM	compensation and job satisfaction has an influence on the willingness to leave company

This research novelty covers the testing of corporate reputation influence on organizational pride, testing of organizational support influence on organizational pride, testing of organizational pride influence on organizational citizenship behavior. This research hypothesis is formulated as below:

1. There is a significant influence of corporate reputation on organizational pride.
2. There is a significant influence of corporate reputation on organizational citizenship behavior.
3. There is a significant influence of organizational support on organizational pride.
4. There is a significant influence of organizational support on organizational citizenship behavior.

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### III. METHOD

Based on the research objective which wants to achieve, this is categorized into a basic research. Ferdinand (2006) says that: “The objective of this research is to generate a body of knowledge to find out new answer of a certain management problem happened in an organization or society. This research was conducted at Politeknik Negeri Malang with the reason of it is still relevant between the studied variable and organizational characteristic. Polinema is currently developing employee’s performance and organizational performance so organizational citizenship behavior becomes one of the aspects which can improve Polinema’s superiority through Polinema’s employees voluntary to work beyond the minimum working standard.

The population of this research is Polinema’s staff including lecturer and academic staff. Determination of total sample uses Slovin’s formula, while the sampling technique used was proportionate random sampling to proportionally accommodate lecturer and academic staff’s status. This research consists of two variables, namely exogenous variable (Corporate Reputation and Organizational Support) and endogenous variable (Organizational Pride and Organizational Citizenship Behavior). Variable operationalization being the object of this research is explained in Table 2.

**Table 2 - Research Variable**

No.	Variable	Indicator	Items
1.	Corporate Reputation (X1)	a socially responsible company	this company stands behind its products and services with good price and good quality that meet consumer.
		a company that relates well with consumers (customer orientation)	this company treats customers courteously, communicates with them and takes care of their safety and health.
		a company that generate positive feelings in people	this company generates respect, admiration esteem and confidence.
		a company with leadership and innovation	this company is recognized, has excellent leadership, is innovative, and seeks constant overcoming.
		a company with a good workplace environment	this company looks like a good company to work, already be by its infrastructure such as its working environment, benefits and good treats with its employees.
		an ethical company	this company is a company with values that obeys the laws, transparent and respects people and the environment.
		a company that practices social responsibility	this company supports good causes that benefits society and environment.
2.	Organizational Support (X2)	Personal Development	Institution gives employee chance to develop professionalism

			Institution gives employee chance to built career
		Organizational Chart	Organizational chart eases employee to develop his/her self. Organizational chart eases employee to finish his/her duties.
3.	Organizational Pride (Y1)	Emotional (y1.1)	you are proud of company's performance you are proud of working in your company
		Attitudinal (y1.2)	your company has a glory reputation you are proud as a part of your company
4.	Organizational Citizenship Behavior (Y2)	<i>Altruism</i> (Y2.1)	You will give help to your partner even not your duty You are happy to help you partner without being asked
		<i>Courtesy</i> (Y2.2)	You will work beyond the standard set by company You will not behave that harm company
		<i>Conscientiousness</i> (Y2.3)	You care about company's development You will participate to develop company
		<i>Sportsmanship</i> (Y2.4)	You can understand company's difficulties which make you less convenient Your never complained of company's policy as long as it is good for company's development You try to avoid conflict which will hurt company

Data analysis method consists of 2 parts, namely descriptive and inferential analysis. This analysis is used to deeply illustrate variable which will be studied. Inferential analysis uses SEM-PLS model to test hypothesis by using SmartPLS version 2 applications. This hypothesis testing was conducted by analyzing Critical Ratio (CR) and Probability (P) value of Regression Weights' data processing result which was then compared to statistic limitation required, that is for Critical Ratio (CR) value above 2.00 and Probability (P) value under 0.05. If the result of data processing shows a value fulfilling the requirement so hypothesis proposed can be accepted.

## STUDY RESULTS, SUMMARY AND CONTRIBUTION

### 1. RESULT AND DISCUSSION

#### Measurement Model Evaluation

Discriminant validity was calculated using cross loading under the criteria if loading factor value in a variable is higher than correlation indicator value in another variable so indicator is valid in measuring appropriate variable. Cross loading calculation result is presented in Table 3.

**Table 3 - Loading, Cross Loading, Average Variance Extracted (AVE) and Cronbach Alpha**

	Corporate Reputation	Organizational Support	Organizational Pride	Organizational Citizenship Behavior
X1.1	<b>0.756</b>	0.588	0.510	0.625
X1.2	<b>0.813</b>	0.605	0.587	0.699
X1.3	<b>0.803</b>	0.628	0.575	0.695
X1.4	<b>0.730</b>	0.554	0.535	0.622
X1.5	<b>0.794</b>	0.571	0.564	0.665
X1.6	<b>0.730</b>	0.550	0.629	0.670
X1.7	<b>0.789</b>	0.568	0.556	0.649

X1.8	<b>0.645</b>	0.533	0.500	0.569
X2.1	0.723	<b>0.909</b>	0.697	0.756
X2.2	0.489	<b>0.721</b>	0.343	0.518
Y1.1	0.681	0.605	<b>0.931</b>	0.773
Y1.2	0.693	0.650	<b>0.935</b>	0.787
Y2.1	0.701	0.626	0.781	<b>0.876</b>
Y2.2	0.740	0.647	0.723	<b>0.878</b>
Y2.3	0.766	0.727	0.705	<b>0.869</b>
Y2.4	0.755	0.746	0.682	<b>0.832</b>
Composite Reliability	0.916	0.803	0.931	0.922
Cronbach Alpha	0.894	0.637	0.851	0.887
Average Variance Extracted	0.576	0.673	0.871	0.747

Convergent validity is intended to know whether indicator valid or not to measure variable. Convergent validity of each indicator in measuring variable is shown by the size of loading factor. An indicator is categorized valid if loading factor is positive with value of higher than 0.6. Convergent validity not only can be seen through loading factor but also can be known through Average Variance Extracted (AVE). An instrument is said to fulfill convergent validity assessment if having Average variance Extracted (AVE) above 0.5.

Based on the measurement of cross correlation as presented in table above, it can be entirely known that corporate reputation variable, organizational support, organizational pride, and organizational citizenship behavior result in greater loading factor than cross correlation of indicator in another variable. For that matter, it can be stated that indicator measuring corporate reputation, organizational support, organizational pride, and organizational citizenship behavior variable are valid. Composite reliability value in corporate reputation, organizational support, organizational pride, and organizational citizenship behavior variable is higher than 0.7.

Thus, based on the calculation of composite reliability, all indicators measuring corporate reputation, organizational support, organizational pride, and organizational citizenship behavior variable are reliable. Later on, Cronbach's Alpha value of corporate reputation, organizational support, organizational pride, and organizational citizenship behavior variable are greater than 0.6. Therefore, based on the calculation of Cronbach's Alpha, all indicators that measure corporate reputation, organizational support, organizational pride, and organizational citizenship behavior variable are reliable.

### **Goodness of Fit Model**

Goodness of fit model is used to know the size of endogenous variable ability to explain exogenous variable diversity, or in other words to find out the size of exogenous variable contribution towards endogenous variable. Goodness of fit Model in PLS analysis is conducted by using coefficient of determination (R-Square) and Q-Square predictive relevance ( $Q^2$ ). R-square value of organizational pride variable is 0.573 or 57.3%. This indicates that organizational pride variable is able to be explained by corporate reputation and organizational support by 57.3%, or in other words contribution of corporate reputation and organizational support variable towards organizational pride variable is 57.3%, whereas the rest by 42.7% is a contribution of another variable which is not discussed.

Moreover, R-square value of organizational citizenship behavior variable is 0.849 or 84.9%. This shows that the diversity of organizational citizenship behavior variable is able to be explained by corporate reputation, organizational support, and organizational pride variable by 84.9%, or in other words contribution of corporate reputation, organizational support, and organizational pride variable towards organizational citizenship behavior variable by 84.9%, while the rest by 15.1% is a contribution of another variable that is not discussed.

Q-Square value of predictive relevance ( $Q^2$ ) is 0.936 or 93.6%. This shows that the diversity of organizational citizenship behavior variable is able to be explained by model wholly by 93.6%, or in other words contribution of corporate reputation, organizational support, and organizational pride variable to organizational citizenship behavior variable wholly (direct and indirect influence) by 93.6%, while the rest by 6.3% is a contribution of another variable which is not discussed.

### Hypothesis Testing

Hypothesis testing is intended to test whether exist or not the influence of exogenous variable directly on endogenous variable. Hypothesis testing can be known through t-statistics. Testing criteria explain if t-statistics-table (19.96) so it states to have significant influence of exogenous variable on endogenous variable. Analysis result can be known through summary in Figure and Table 4.

**Table 4 - Hypothesis Testing**

Exogenous	Endogenous	Path Coefficient	Standard Error	T Statistics
Corporate Reputation		0.532	0.130	4.080
Corporate Reputation	Organizational Citizenship Behavior	0.392	0.071	5.536
Organizational Support		0.388	0.077	5.056
Organizational Support	Organizational Citizenship Behavior	0.270	0.115	2.353
Organizational Pride	Organizational Citizenship Behavior	0.237	0.057	4.164

The influence of corporate reputation on organizational pride results in t-statistics by 4.080. This indicates that  $t\text{-statistics} > t\text{-table}$  (1.96). Therefore, it is defined that there is a significant influence of corporate reputation on organizational pride. Path coefficient of corporate reputation influence on organizational pride by 4.080 shows corporate reputation impacts positively on organizational pride. This means the better the corporate reputation, the bigger the organizational pride.

The influence of corporate reputation on organizational citizenship results in t-statistics by 5.536. This indicates that  $t\text{-statistics} > t\text{-table}$  (1.96). Therefore, it can be defined that there is a significant influence of corporate reputation on organizational citizenship behavior. Path coefficient of corporate reputation influence on organizational citizenship behavior by 0.392 shows that corporate reputation has a positive influence on organizational citizenship behavior. This means the better the corporate reputation, the better the organizational citizenship behavior.

The influence of organizational support on organizational pride results in t-statistics by 5.056. This indicates that  $t\text{-statistics} > t\text{-table}$  (1.96). Therefore, it can be defined that there is a significant influence of organizational support on organizational pride. Path coefficient of organizational support influence on



organizational pride by 0.388 shows that organizational support positively impacts organizational pride. This means the stronger the organizational support, the bigger the organizational pride.

The influence of organizational support on organizational citizenship behavior results in t-statistics by 2.353. This indicates that  $t\text{-statistics} > t\text{-table}$  (1.96). Therefore, it can be defined that there is a significant influence of organizational support on organizational citizenship behavior. Path coefficient of organizational support influence on organizational citizenship behavior by 0.270 shows that organizational support positively impact on organizational citizenship behavior. This means the stronger the organizational support, the better the organizational citizenship behavior.

Organizational pride influence on organizational citizenship behavior results in t-statistics by 4.164. This indicates that  $t\text{-statistics} > t\text{-table}$  (1.96). Therefore, it can be defined that there is a significant influence of organizational pride on organizational citizenship behavior. Path coefficient of organizational pride influence on organizational citizenship behavior by 0.237 shows that organizational pride has a positive influence on organizational citizenship behavior. This means the bigger the organizational pride, the better the organizational citizenship behavior.

#### **Indirect Influence**

Hypothesis testing of indirect influence is intended to test whether there is or not the influence of direct exogenous variable on endogenous variable through intervening variable. Testing criteria explain if  $t\text{-statistics} \geq t\text{-table}$  (1.96) so there is a significant influence of exogenous variable on endogenous variable through intervening variable. Hypothesis testing result of indirect influence can be known through summary in Table 5.

**Table 5 - Indirect Influence Testing**

<b>Exogenous</b>	<b>Intervening</b>	<b>Endogenous</b>	<b>Indirect Coefficient</b>	<b>Standard Error</b>	<b>T Statistics</b>
Organizational Support	Organizational Pride	Organizational Citizenship Behavior	0.092	0.029	3.214
Organizational Support	Organizational Pride	Organizational Citizenship Behavior	0.092	0.029	3.214

The influence of corporate reputation on organizational citizenship behavior through organizational pride results in t-statistics by 2.914. This indicates that  $t\text{-statistics} > t\text{-table}$  (1.96). Therefore, it can be defined that there is a significant influence of corporate reputation on organizational citizenship behavior through organizational pride. Path coefficient of corporate reputation influence on organizational citizenship behavior through organizational pride by 0.126 shows that corporate reputation has a positive influence on organizational citizenship behavior through organizational pride. This means the bigger the organizational pride, the better the organizational citizenship behavior.

The influence of organizational support on organizational citizenship behavior through organizational pride results in t-statistics by 3.214. This indicates that  $t\text{-statistics} > t\text{-table}$  (1.96). For that matter, it can be defined that there is a significant influence of organizational support on organizational citizenship behavior through organizational pride. Path coefficient of organizational support influence on organizational citizenship behavior through organizational pride by 0.092 shows that organizational support positively impacts organizational

citizenship behavior through organizational pride. This means the bigger the organizational pride, the better the organizational citizenship behavior.

### **Discussion**

Corporate reputation is significantly proven to have a positive influence on organizational pride. This shows that company's image will cause employees' pride to the organization. In this research context, Polinema's goodwill in society's perspective, based on the employees' perception, will improve employees' pride to Polinema.

Positive relationship between corporate reputation and organizational pride shows that the higher the reputation of Polinema, the higher the employees pride to Polinema. On the contrary, the lower the Polinema's reputation, the lower the employees pride in Polinema. For that matter, in order to realize employees pride in polinema so its reputation has to be improved. Polinema's reputation can be improved through Polinema's role in society which is getting higher not to mention through a beneficial program for society.

Corporate reputation is proven to have a significant influence on organizational citizenship behavior. This shows that company's reputation will improve organizational citizenship behavior to the company revealed by positive behavior to have a willingness to work beyond the company's standard. OCB is essential in improving company competitive since HR plays an important role in improving company's performance. This research result is relevant to the opinion of Akturan and Sevik (2016) and Fu, Hui (2014). Positive relations between company's reputation and OCB shows that the higher the employees' perception to reputation, the higher the OCB. Therefore, company's reputation plays a very important role in improving company's competitive.

This research result reveals that organizational support has a significant influence on organizational pride. Employees pride in company is determine by to what extent the company gives support to employees. The higher the company's support, the higher the company's pride in company. Employees pride will implicate on OCB and willingness to keep working in the company.

This research result shows that organizational support has a significant influence on OCB. This research result shows that company's support is essential to create employees' citizenship behavior. Employess will have high willingness to work beyond the working standard if the company really gives support to the employee. This research result supports the findings of Gündüz (2017), Yohana (2017), Demir (2015), Jebeli and Etebarian (2015),Yadav and rangneker (2014), Nizar et al. (2014), Nouriz et al. (2011), and Liu (2008). This research result denies or is inconsistent to Devi Mageshkumar's (2016) result stating that organizational support has no influence on OCB. Therefore, this research result is strengthening most of earlier research findings.

This research findings show that organizational pride has a significant influence on organizational citizenship behavior. This research gives new evidence to the research gap. This can be understood that the higher the employees pride in company, the higher the employees behavior to work beyond the company's standard. Company pride has an important position as an intervening between reputation and company's support to OCB.

### **Research Limitation**

This research has several limitation, among other: the scope of this research still limits to one institution that is Polinema engaging in the field of education so it is diffuclt to generalize to all fields. A further research is suggested to have another field to study. This research is a cross sectional study so it only observes in one unit of time. A further study is suggested to use longitudinal approach so will get more comprehensive result. This research used quantitative research having weaknesses. A further research is suggested to use qualitative approach with data collecting technique of interview so that more deeply.

## V. CONCLUSION

This research has several conclusion. First, corporate reputation has a significant influence on organizational pride. Second, corporate reputation has a significant influence on organizational citizenship behavior. Third, organizational support has a significant influence on organizational pride. Fourth, organizational support has a significant influence on organizational citizenship behavior. Fifth, organizational pride has a significant influence on organizational citizenship behavior.

### Suggestion

Based on the results of this study, suggestions were made for researchers and the head of company. First, the next researcher can develop antecedent factors that affect broader organizational citizenship behavior so that it will get a more comprehensive picture and pay attention to demographic factors (gender, age, length of work, etc.) which are predicted to affect organizational citizenship behavior.

Second, based on the findings of this study, the head of company can develop the company's reputation to improve organizational pride and organizational citizenship behavior through corporate social responsibility programs.

Third, the support of hotel managers to employees is needed to improve skills and reduce work stress levels, such as training, adding work facilities, psychological assistance, and appreciation of employee performance.

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