

# Defending The Country” Spirit; Its Presence and Absence Towards Organizational Citizenship Behavior (OCB)

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## “Defending The Country”<sup>2</sup> Spirit; Its Presence and Absence Towards Organizational Citizenship Behavior (OCB)

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### Abstract

<sup>2</sup> Every university has a diversified character, built as a hallmark of the university and the basis of the management process both bureaucratic and academic, thus it becomes a distinguisher between universities. This study compared two groups of universities that use the slogan of defending the country openly and those who do not use the slogan of defending the country, examining whether lecturers in higher education, have different behaviors in the two groups. The variables employed were organizational climate, job satisfaction, transformational leadership, work motivation and Organizational Citizenship Behavior as an approach in research. The information collected through surveys from spreading questionnaires to respondents. The population in this study was university lecturers universities in Surabaya who has been working for at least five years, with simple random sampling method. Respondents of 187 lecturers from Universitas Pembangunan Nasional Veteran Jawa Timur and 173 from other universities in Surabaya. Hypothesis testing was being conducted with MANOVA analysis. The results exhibited three hypotheses were rejected, which dealing with organizational climate, job satisfaction, and work motivation variable and one hypothesis was accepted, which was transformational leadership.

**Keyword:** Organizational Citizenship Behavior, Transformational Leadership, Higher Education in Surabaya, Manova.

### Background

OCB is a concrete manifestation of the behavior concerning defending the country. The slogan itself shows a firm attitude from the citizens to defend their country without any strings attached, meaning that there is a sincere feeling from the heart. The values of national defense are inherent in our daily lives, however they are less cultivated and realized. If values of state defense are adopted by tertiary institutions, it will improve their performance because this spirit will trigger higher motivation, better organizational climate that always strives to excel, leadership that encourages members of the organization to always conduct continuous improvement and high satisfaction. The values of the national defense spirit might become the foundation of a tertiary institution in producing cadres with stronger nationalism and patriotism character, which means a refined OCB. Defending the country spirit values can be evaluated through approaches to organizational climate variables, job satisfaction, transformational managerial and employee motivation that is elemental toward

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Organizational Citizenship Behavior. Since different institutions have their way to build OCB due to different conditions regarding their organizational climate, job satisfaction, transformational leadership and work motivation, it is important to acknowledge whether there are differences between the four variables applied various universities.

OCB values can be built through the organizational climate. Aiswarya and Ramasundaram (2012) clarify that organizational climate may be a design of behavior, states of mind and sentiments of individuals in organizational life that reflects the organizational atmosphere and values that are believed. Ahmadizadeh (2014) state that of more conducive the organizational environment will led to the ease of relations between agents in this way fortifying OCB behavior, achieving low costs, and reducing work time in the organization. OCB behavior is a form of concern for every individual that is more than the demands of work in the workplace. OCB can increase organizational effectiveness due to the escalation of interpersonal skills, teamwork and good communication (Putri, 2019).

Newstrom (2012) transformational leaders have several components of behavior, including: integrity and fairness, setting clear goals, high desire, providing motivation and recognition, engaging the emotions of followers, and arousing the enthusiasm of others to be able to measure themselves in achieving goals. It is also emphasized by Qureshi et.al (2015) that managers or leaders must motivate subordinates to be able to behave in OCB. Some examples of leaders who carry out transformational leadership include Nelson Mandela, Mahatma Gandhi, Soekarno. They are leaders who can make changes, motivate their citizens to be willing to sacrifice for the achievement of their nation's goals. In the higher education environment, leaders such as Nelson Mandela, Mahatma Gandhi and Soekarno have required hence the formation of OCB behavior and high work motivation will be achieved.

Paul (2017) Worker inspiration includes a solid influenced on organizational viability. When employee motivation is high they will have high spirits to complete the task, giving birth to more innovations. This condition will greatly affect the effectiveness of the organization.

Several cases displayed that high work motivation often occurs in women workers. It is explained that 71 percent of executives believe the number of female employees in 2020 will increase rapidly. Then, 70 percent of executive correspondents predict the number of female CEOs in large and influential companies in the world. The number will continue to increase significantly (Utami, 2014). The high work motivation as a form of ownership from employees is a manifestation of the formation of OCB values, meaning that work motivation will affect OCB.

Job satisfaction is not only depending on high salaries, but more because of social relationships, cooperation, within the company. Raziq and Maulabakhsha (2015) If employees meet their needs, satisfaction occurs and will encourage them to work better. Thus OCB behavior will be realized. Furthermore, it will also explain how job satisfaction at each of the universities researched will be fulfilled.

Each university has a different strategy in achieving its organizational goals, thus enabling the formation of OCB behavior will also differ from one another. For this reason, this inquire about will look at whether there are contrasts inside the affect of organizational climate components, transformational administrative, work inspiration and worked satisfaction towards OCB on speakers in two bunches of higher education

## LITERATURE REVIEW

### Organizational Citizenship Behavior (OCB)

OCB could be an estimation of behavior and is related to representative work results (Podsakoff, 2014). The advantages of OCB include: OCB enlarges employee work output, efficiency of management resources and the company, develops the company to provide the best employee resilience (Ibukunoluwa, 2015). Also explained by Harper (2015) that Organizational Citizenship Behavior provides benefits to the company from the sincerity of employees in working outside of normal work responsibility.

Robbins and Judge, (2010) clarify OCB may be a choice behavior that's not the portion of an individual's formal work commitments, but helps improve organizational functions more effectively. OCB is freedom of behavior, is not recognized within the remunerate framework and successfully presents organizational capacities. Another meaning, OCB is specialist behavior that beats the specified parcel, which is not especially or unequivocally recognized by the formal compensate system. OCB in expansion as frequently as conceivable deciphered as behavior that beats formal commitments (additional parts) that are not related to arranging installment. That is, someone who contains a tall OCB will not be paid interior the diagram of cash or certain rewards, be that as it may OCB is more on the social behavior of each individual to work past what is expected, such as contrasting colleagues amid break intentionally is one case. OCB as a frame of extra-role behavior, has pulled in consideration and long wrangle about in different circles.

### Organizational Environment

Meanwhile, Gholami, (2015) Clarified the organizational environment was built based on discernments of organizational people such as choice making, specialist, and work measures which consolidate openings for company progress and company participation. This explains that the organizational climate is determined by people who are in the organization or company in the process of leadership, decision making and work rules or norms in building cooperation and organizational or corporate development.

Moghimi (2013) the organizational environment may well be a characteristic that can be measured from the worked atmosphere, which straightforwardly or by implication can be felt by representatives as well as supporting and affecting behavior. Nature or characteristics that make up the organizational environment will appear in how the situation and working atmosphere conditions. The cool atmosphere as a result of the cooperation process is a form of organizational environment.

Schneider, Ehrhart, & Macey (2013) the depicted organizational atmosphere could be a time and environmental can to be the worked for deciding the development of inspiration, motivation worked can be of center on recognitions that make sense or can be esteemed, thus it has a direct effect on the worked of employee at organization. Sokol(2014) states that organizational climate can be a modifier that able to extend or diminish organizational execution. The climate in organizations can be changed, decided by organizational process. whitin reasonable organizational environment will bring development and can be motivation for worker in the organization and bring positive influence in satisfaction of organizational achive.

Ahmadizadeh (2014) says the more conducive organizational atmosphere will lead to the ease of relations between employees thereby strengthening OCB behavior, achieving low costs, and reducing work time in the organization. Pourkiani (2014) and Hajirasouliha, (2014) under their study, state that relationship between organizational atmosphere and organizational citizenship behavior, also proved to be a positive and significant relationship in organization.

### **Transformational leadership**

According to Newstrom (2012) transformational leaders have several behavioral components, including: integrity and fairness, setting clear goals, high desire, providing motivation and recognition, engaging the emotions of followers, and arousing the enthusiasm of others to be able to measure themselves in achieving goals. Hao and Yazdanifard (2015) Leaders need to manage change effectively. Change is a survival strategy in the current business environment, hence it requires adjustments to be easily followed. In the process of change, it requires leaders who can provide high motivation. The leader's intellectual intelligence will build trust from subordinates. Creative and innovative ideas will emerge when the leader can stimulate or stimulate subordinates. Effective communication is needed between the leader, subordinates and other parties involved. Indicators of transformational leadership style according to Robbins and Judge, (2010), include: Charisma, Inspirational Motivation, Intellectual Stimulation, Individual Attention.

Suresh, (2013) The ability of leaders to invite friends, and colleagues is needed for the achievement of goals. Nan, (2014) transformational of managerial are prioritized employee development and advancement. Qureshi,(2015) managers or leaders must motivate subordinates to be able to behave in OCB. For this reason, leaders have important authority and responsibilities in organizational development. Transformational of administrative is emphatically influence to Organizational Citizenship Behavior, meaning that successful leadership can provide motivation, inspire enthusiasm in organizations, and thus be able to increase OCB.

### **Work motivation**

Moran (2013) inspiration is jolts, bearings, and the behaviors are noteworthy to worked settings. Paul (2017) Representative inspiration includes a solid affected on organizational

adequacy. So you can do it assignments and worked authentically must have motivation motivation. Workers who have tall work inspiration will be able to carry out work superior to those who have no inspiration. Motivation lies within the person himself. Everyone has something that can trigger (move) both in the form of material, emotional, spiritual needs, as well as certain values or beliefs. These triggers generate a person's motivation to act.

Makvandi,(2017) this studys communicated that work inspiration towards OCB appeared up a organize positive relationship. As work inspiration increments, pros tend to execute OCB. Indicators of work motivation according to McClelland (Robbins and Judge, 2011) are:

1. The need for power.
2. The need for achievement
3. The need for self-affiliation

### **Job satisfaction**

Nur, (2015) Representative work satisfaction is basic to memorize since it is measured as a major issue in advancing organizational execution and competitiveness. Representatives who have appeared fulfillment with their work tend to have lower nonappearance and less turnover. (Jalagat, 2016). Jaksic (2015) revealed that representative fulfillment is one of the kriteria for organizational victory and as a principal objective set of used the company for social commitment. In extension to specialist fulfillment, organizations tend to protect client fulfillment, client fulfillment, provider fulfillment and other accomplice fulfillment. Representatives fulfillment is one of the basic goals of the company and its organization. Concurring to (Farooqui,2014) state that worked fulfillment is the refinement in the middle of what individuals anticipate from their worked and they feel in reality. Dalluay, (2016) states that work fulfillment pointers that have an essential positive influence are the level of independence at work, recompense levels, the scope of learning unused capacities, progression openings, worked take off, the complete hours worked and their relationship with bosses.

Robbins and Judge, (2010), expressed that work satisfaction is affected by responses to the intrinsic reward and extrinsic reward. The esteem of intrinsic compensata could be a feeling in worker since of the work done. While extrinsic reward could be a feeling just like the work, sense of duty, challenges and acknowledgment.

The indicators of job satisfaction Kittilertpaisanea, (2014) are: 1) Wages or salaries, the amount and sense of justice; 2) Opportunities to obtain a promotion; 3) Benefits of career development and achievement of organizational goals; 4) Appropriate and compatible workmates; 5) Working conditions; 6) Supervisor; 7) Job security; 8) Organizational culture, policies, procedures and rules; and 9) Growth opportunities.

Pavalache(2015) clarifies that there is a positive influenced between laborer fulfillment and OCB. Prasetyo, (2017) concluded that OCB impacted altogether positive work fulfillment. To create OCB behavior, organizations must center on specialist fulfillment and organizational or company commitment. The laborer who is more satisfied will more be committed and tend to demonstrate the great of OCB.

Based on the theory above above, the research hypotheses are as follows:

Hypothesis 1: there is a distinction within the affect of organizational design at OCB of lecturers from UPN Veteran Jawa Timur with lecturers from other universities in Surabaya.

Hypothesis 2: there is a difference in the effect of transformational managerial on OCB of lecturers at UPN Veteran Jawa Timur with other university lecturers in Surabaya.

Hypothesis 3: there is a distinction within the influenced of work inspiration on OCB of speakers from UPN Veterean Jawa Timur with lecture from another university in Surabaya

Hypothesis 4: there is a distinction within the influenced of laborer fulfillment on organizational citizenship behavior (OCB) of UPN Veteran Jawa Timur lecturers from other university lecturers in Surabaya.

## RESEARCH METHODS

The organizational climate in this research is defined as a collection and natural designs that decide the development of inspiration and center on discernments that make sense or can be evaluated, hence it includes a worked impact of the organization members. The indicators are: 1) Trust; 2) Joint decision making/support; 3) Honesty; 4) Communication; 5) Flexibility / Autonomy; and 6) occupational risks (Greenberg and Baron, 2011).

The transformational organization is caught on as the capacity of organization to adjust work capacities, worker inspiration, and representative plans, and work values seen by subordinates so that they are more way better able to optimize execution to realize organizational targets. The pointers are: 1) Charisma; 2) Rousing inspiration; 3) Mental incitement; and 4) Individualized consideration (Robbins, 2010).

Inspiration is the motivation the driving constrain (mobilizer) that is in a person to act. The indicators are: 1) Relationships with coworkers and superiors; 2) Work environment; and 3) Opportunities to improve knowledge and skills.

Worker satisfaction is described as the worker perception of the job he is facing, whether pleasant, unpleasant, satisfied, dissatisfied, likes or dislikes. Indicators of job satisfaction according to Kittilertpaisanea, et.al. (2014): 1) Salary or wages; 2) Promotion; 3) Benefits; 4) Co-workers; 5) Working conditions; 6) Supervisor; 7) Security; 8) Organizational culture; and 9) Growth opportunities

OCB is the additional behavior of an individual's part that surpasses the commitments of formal OCB that are not related to coordinate recompense. The indicators: 1) Altruism; 2)



Conscientiousness; 3) Civic virtue; 4) Courtesy; and 5) Sportmanships (Podsakoff, et.al., 2014).

**Population and sample.** The research population is lecturers at UPN Veteran Jawa Timur and university lecturers in Surabaya who have worked for more than five years. A sample of 187 lecturers from the UPN Veteran Jawa Timur and 173 from other tertiary institutions in Surabaya. The sampling technique mobilized is simple random sampling. Data collection is conducted through questionnaires with measurement variables using a Likert scale.

**Data analysis method.** This research will employ the MANOVA analysis technique. MANOVA is a multivariate expansion of the concept and univariate analysis of variance (ANOVA) technique used to analyze the differences between group mean (mean). ANOVA is used to determine whether there is a difference in the effect of treatment on one dependent variable, while MANOVA is used to determine whether there is a difference in effect on more than one dependent variable (Hair, et.al. 2014). The MANOVA test is used to test whether each factor influences groups of dependent variables. MANOVA assumes that each bound variable has the same variance for all group categories (Gozhali, 2012). MANOVA could be used in two main conditions. The first is when there are several dependent variables that are correlated, however the researcher only wants one total test on these variables compared to conducting several individual tests. The second condition is when researchers would find out how independent variables affect the pattern of dependent variables. In conducting MANOVA analysis techniques, there are several assumptions that must be met, namely the assumption of normality, the similarity of Variance-Covariance Matrix, as well as homogeneity of various data. To test the second assumption the Box's M test is used. In the significant column, the Alpha value must be  $> 0.05$  ( $\alpha = 5\%$ ) hence the variance-covariance matrix of the variables can be considered the same. The third assumption is carried out with the Levene test. If the Levene test produces a significance value of  $F > 0.05$  ( $\alpha = 5\%$ ), then the dependent variable data has the same variance.

**Homogeneity Test Variety of Data.** MANOVA also assumes that the data of each dependent variable has the same or homogeneous variety. Homogeneity testing of various data is done by Levene test. If the Levene test produces a significance value of  $F > 0.05$  ( $\alpha = 5\%$ ), then the dependent variable data has the same variety. In assessing this assumption test, some attention must be given to the Table, which is the output of the Leven's Test of Equality of Error Variances. In the Table it is known that the Levene Test on the X variable against Y produces an F value and a significance value greater than 0.05 and less than 0.05. On the variables X1 (organizational climate), X2 (transformational leadership), X3 (worker motivation) and X4 (worker satisfaction) to Y (organizational citizenship behavior) produce an F value of significance value of more than 0.05 then it has the same variance while significantly less than 0.05 which means that having a different variance and this violates the MANOVA assumption, but MANOVA remains robust thus the analysis can still be continued (Ghozali, 2012).

**Covariance Variance Matrix Similarity Test.** MANOVA assumes that the variance-covariance matrix of the dependent variable is the same in its analysis. Testing the similarity of the variance-covariance matrix is performed with the Box's M test. If the significance value of the Box's M test is  $> 0.05$  ( $\alpha = 5\%$ ), then the variance-covariance matrix of the dependent variable is the same.

**Multivariate Test.** In this section, it will examine whether there are differences in the dependent variables together in groups of independent variables. If the multivariate test produces a significance value of  $F < 0.05$  ( $\alpha = 5\%$ ), then it is concluded that there are differences in the dependent variable together in the independent variable group.

## RESULT AND DISCUSSION

Homogeneity Test Variety of Data. MANOVA also assumes that the data of each dependent variable has the same or homogeneous variety. Homogeneity testing of various data is done by Levene test. If the Levene test produces a significance value of  $F > 0.05$  ( $\alpha = 5\%$ ), then the dependent variable data has the same variety. In assessing this assumption test, we can pay attention to Table 1, which is the output of the Levene's Test of Equality of Error Variances. In the Table it is known that the Levene Test on the X variable against Y produces an F value and a significance value greater than 0.05 and less than 0.05. In the variables X1, X2, X3 and X4 against Y produce F values of significance values of more than 0.05 then have the same variance while significant less than 0.05 which means that having different variances and this violates the MANOVA assumption, however MANOVA remains robust (strong) hence the analysis could still be continued (Ghozali, 2012).

**Table 1. Levene's Test of Equality of Error Variances<sup>a</sup>**

	F	df1	df2	Sig.
X1	20,790	1	273	,000
X2	,009	1	273	,925
X3	,166	1	273	,684
X4	12,806	1	273	,000
Y	25,911	1	273	,000

Hypothesis test comes about are zero showing that the variances mistake of the subordinate variable is the same in each bunch.

a. Design: Intercept + Stage

Covariance Variance Matrix Similarity Test. MANOVA assumes that the variance-covariance matrix of the dependent variable is the same in its analysis. Testing the similarity of the variance-covariance matrix is performed with the Box's M test. If the significance value of the Box's M test is  $> 0.05$  ( $\alpha = 5\%$ ), then the variance - covariance matrix of the dependent variable is the same. Below listed the Box's M test results:

**Table 2. Box's Test of Equality of Covariance Matrices<sup>a</sup>**

Box's M	53,078
F	3,462
df1	15
df2	181741,229
Sig.	,051

hypothesis test comes about are zero demonstrating that the covariance frameworks of the subordinate variable are the same in each bunch

a. Design: Intercept + stage

The table 2 shows the Box's M value obtained at 53.078 with a significance of 0.051 greater than 0.05 thus it can be concluded that the variance-covariance matrix variable X with Y is the same. Thus the assumption of the variance-covariance matrix equality has been fulfilled.

**Hypothesis testing.** This time it will examine whether there are differences in the dependent variables together in groups of independent variables. If the multivariate test produces a significance value of  $F < 0.05$  ( $\alpha = 5\%$ ), then it is concluded that there are differences in the dependent variable together in the independent variable group. Taking after are the comes about of multivariate tests for the impact of intelligent between

X and Y:

**Table 3. Multivariate Tests<sup>a</sup>**

Effect	Value	F	Hypothesis df	Error df	Sig.
Pillai's Trace	,968	1647,967 <sup>b</sup>	5,000	269,000	,000
Wilks' Lambda	,032	1647,967 <sup>b</sup>	5,000	269,000	,000
Hotelling's Trace	30,631	1647,967 <sup>b</sup>	5,000	269,000	,000
Roy's Largest Root	30,631	1647,967 <sup>b</sup>	5,000	269,000	,000

Stage	Pillai's Trace	,102	6,139 <sup>b</sup>	5,000	269,000	,000
	Wilks' Lambda	,898	6,139 <sup>b</sup>	5,000	269,000	,000
	Hotelling's Trace	,114	6,139 <sup>b</sup>	5,000	269,000	,000
	Roy's Largest Root	,114	6,139 <sup>b</sup>	5,000	269,000	,000

a. Design: Intercept + Stage

b. Exact statistic

c. Computed using alpha = ,05

In table 3 it can be seen that the esteem of Hotelling's Trace has a significance value of less than 0.05. Hotelling's Trace is used because there are two dependent variables in this study (Ghozali, 2012). Thus it was concluded that there was X concerning Y based on stage 1 and stage 2.

**Test the Main Effect.** Testing with the multivariate examination of fluctuation gotten the comes about of the most impact which has been summarized inside the taking after table 4:

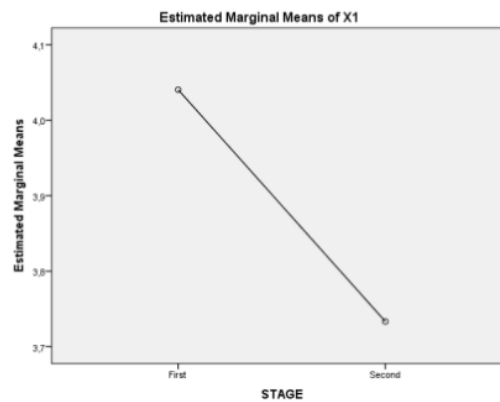
**Table 4. Tests of Between-Subjects Effects**

Source	Dependent Variable	Sig.	Noncent. Parameter	Observed Power
Corrected Model	X1	,365 <sup>a</sup>	,823	,148
	X2	,049 <sup>b</sup>	3,914	,505
	X3	,535 <sup>c</sup>	,386	,095
	X4	,064 <sup>d</sup>	3,465	,458
	Y	,862 <sup>e</sup>	,030	,053
Intercept	X1	,000	6328,026	1,000
	X2	,000	5653,800	1,000
	X3	,000	5353,103	1,000
	X4	,000	7097,098	1,000
	Y	,000	6307,329	1,000

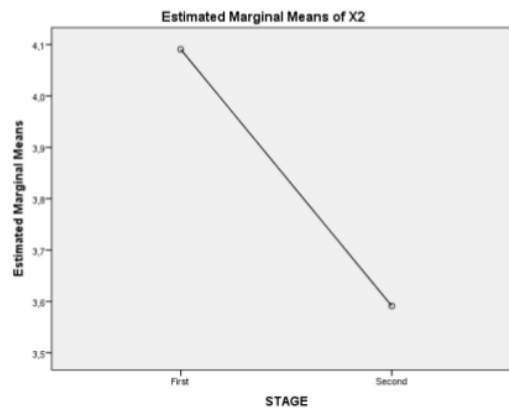
	X1	,365	,823	,148
	X2	,049	3,914	,505
Stage	X3	,535	,386	,095
	X4	,064	3,465	,458
	Y	,862	,030	,053

### Profile Plots

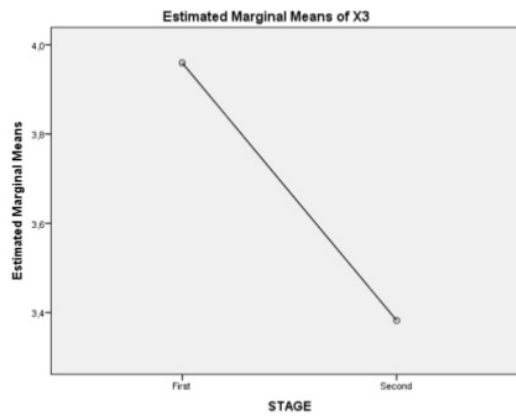
Grafik 1. Estimated Marginal Means of X1



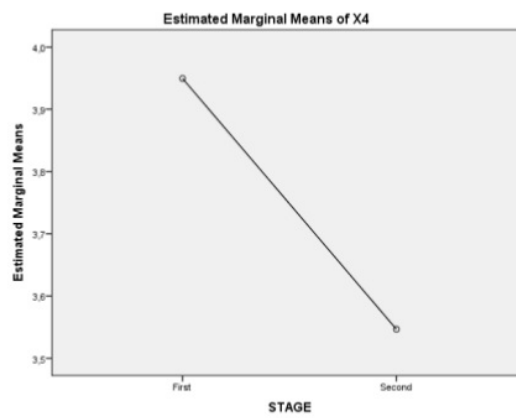
Grafik 2. Estimated Marginal Means of X2



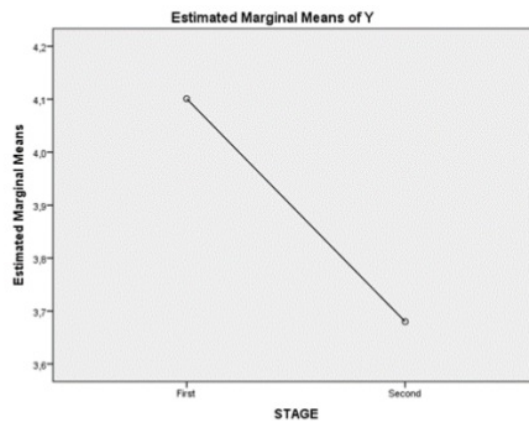
Grafik 3. Estimated Marginal Means of X3



Grafik 4. Estimated Marginal Means of X4



Grafik 5. Estimated Marginal Means of Y



Grafik 1.2.3.4.5 displays the marginal means of each variable in two stages. Based on those tables, the result of hypothesis testing of this study can be regarded as follows:

Agreeing to the comes about of the MANOVA primary impact for X1 against Y with the staging factor, a significant value of 0.05 (sig = 0.365) was obtained. Based on the significance value and the different mean values, it can be concluded that hypothesis 1 is rejected. The main effect for X2 for Y with the staging factor was a significant value of 0.05 (sig = 0.049). Based on the significance value and the different mean values, it can be seen that hypothesis 2 is accepted. Based on the results of the MANOVA main effect for X3 against Y with the staging factor, a significant value of 0.05 (sig = 0.535) was obtained. Judging from the significance value and the different mean values, it can be said that hypothesis 3 is rejected. The main effect for X4 on Y with the staging factor was significant at 0.05 (sig = 0.064). Looking at the significance value and the different mean values, it can be assumed that hypothesis 4 is rejected.

**Discussion.** From the results of testing with the MANOVA main effect, it can be explained that the impact of organizational atmosphere, work inspiration and worker satisfaction on OCB, there is no difference found or it can also be stated that there are similarities between lecturers at UPN Veteran Jawa Timur with lecturers at other universities in Surabaya. This means that defending the country motto has not been able to make a difference in its practice. It may be caused when the values in the spirit of the motto itself are not fully embodied and absorbed by the lecturers and especially the leader. A leader must also be to somehow hypnotize his subordinates to take after his way, otherwise OCB will not be able to manifest.

The absence of organizational climate differences in the two organizations demonstrates that the character of defending the country has not been well implemented. UPN Veteran Jawa Timur should have a more conducive organizational climate, higher work motivation and higher satisfaction. When the workplace environment has no clarity, contribution uncertainty, lack of support for autonomy, a hostile and ignorant environment, mutually incompatible with each other, at that point such inspiration not will be capable of shaping the character of behaviour of OCB (Dermawan and Handayani, 2019). Support from the organization also allows employees to involve themselves more and nurture a biggest sense of belonging to the organization. While employee satisfaction has an imperative part of Organizational Citizenship Behavior to understand organizational goals.

On the other hand, such condition may also occurred since the slogan itself is not explicitly written, but contained abstractly in the mission of the university, for example excellent with morality, which brings inside it the value of defending the country.

The affect of transformational managerial on OCB is different between UPN Veteran Jawa Timur lecturers and other universities in Surabaya. This means that the application of transformational leadership at this institution is different from transformational leadership at other universities. For example, leadership at UPN Veteran Jawa Timur encourages lecturers to have high enthusiasm for working. It could be that in other universities their leadership encourages lecturers to be more creative. Another example, in UPN Veteran Jawa Timur,

leaders provokes enthusiasm to work by giving awards or promotions, while in other universities the work spirit is escalated by increasing teamwork.

## CONCLUSION

Tidak ada perbedaan dalam pengaruh iklim organisasi, inspirasi spesialis dan pemenuhan perwakilan terhadap OCB atau dapat dikatakan bahwa ada kesamaan antara pembicara di UPN Veteran Jawa Timur dan Kuliah dari Universitas lain di Surabaya. Dampak administrasi transformasional pada OCB adalah kontras antara UPN Veteran Jawa Timur dan perguruan tinggi lainnya di Surabaya.

## SUGGESTION

The results of this research should be use as a basis for the development and internalization of defending the country motto in UPN Veteran Jawa Timur.

Further research may be focusing on the influences of OCB on organizational performance which is moderated by the values of defending the country spirit.

## Acknowledgment

Gratitude is delivered to UPN Veteran East Java for funding this research. Hopefully this research will enrich the multi stages development of the institution and act as a reference for future research.

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