



## A Meta-Analysis of the Relationship Between Organizational Citizenship Behavior and Employee Performance

Dzakiah Azizah Luthfiyana<sup>1\*</sup>, Retno Widowati<sup>2</sup>, Arni Surwanti<sup>3</sup>  
Universitas Muhammadiyah Yogyakarta

**Corresponding Author:** Dzakiah Azizah Luthfiyana  
[dzakiah.azizah.psc20@mail.umy.ac.id](mailto:dzakiah.azizah.psc20@mail.umy.ac.id)

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### ABSTRAK

This paper aims to identify research trends on values and organizational citizenship behavior (OCB) and their effect on employee performance globally. The Method used in this study is qualitative research with literature review. As for the data found, 109 documents were obtained and analyzed 2014-2023. This dataset was converted to CSV format and for Bibliometrix in the analysis using VOSviewer. The study included publication distribution year, country, keywords, and authors. This study's findings show that the research trend from 2014 to 2023 indexed by Scopus has increased. 2020 became the year with the highest number of research publications on Citizenship Organizational Behavior and Employee Performance. Indonesia was identified as the country that contributed the most to the publication of this research, with studies in Citizenship Organizational Behavior, Job Rotation, and Physical Work Environment. This paper reveals the research trends and areas of Citizenship, Organizational Behavior, and employee performance. The results help scholars quickly understand the research of Citizenship Organizational Behavior

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## **INTRODUCTION**

The diversity of the workforce and the diversity of the workforce reflect also the diversity of employees' Organizational Citizenship Behavior (OCB values) is described as employee behavior that goes beyond standard job requirements without being explicitly or directly recognized by the organization's reward system because of its discretionary nature (Organ, 1988). Moorman & Blakel (1995). OCB is an employee's willingness to take on a role that exceeds his leading role in an organization and is referred to as extra-role behavior. Organizational behavior states that OCB is a valuable managerial tool for organizations and positively affects individual, group, and organizational performance if appropriately managed (Chiaburu, Oh, Berry, Li, & Gardner, 2011).

OCB is a behavior characterized by voluntary initiatives that make prosocial contributions to the organization and co-workers beyond their formal job roles and is increasingly important in organizational contexts. Although OCB behavior is not part of a formal organizational structure or reward system, it has far-reaching implications for organizational and individual performance and effectiveness. These behaviors go a long way in maintaining a positive organizational culture that strengthens employee engagement, commitment, motivation, and work performance.

Performance results from a person's efforts achieved with abilities and actions in certain situations. According to Byars' view (in Veithzal, 2004), Performance results from the relationship between effort, ability, and task perception. High-performance performance is a step towards achieving the organization's goals. Therefore, efforts are needed to improve this performance. Performance is the quantity or quality of something produced or services provided by someone who does a job (Luthans, 2005). Performance Performance is the result or level of success of a person as a whole during a specific period in carrying out tasks compared to various possibilities, such as work standards, targets, als, or criteria determined in advance and agreed upon together.

According to Robbins and Judge (2015), job satisfaction can impact employee performance, OCB (Organizational Citizenship Behavior), customer satisfaction, absenteeism, turnover, and deviant behavior in the workplace. Job satisfaction is conceptualized as a general attitude towards work. Meanwhile, Sri Indarti (2017) found that Job Satisfaction and OCB have a positive effect on performance, which also indicates that the better Job Satisfaction and OCB, the better the performance. It was also found that OCB as a mediating variable affected Personality, Organizational Commitment, and Job Satisfaction on Performance. Thus, it shows that higher Personality, Organizational Commitment, and Job Satisfaction result in higher performance if mediated by Organizational Citizenship Behavior is also higher. They were also seen from Yoko Negoro's research (2016), which shows that Japanese culture-based organizational characteristics, harmony, and customer orientation provide empirical evidence to increase employees' positive performance by perceiving OCB as a role rather than an additional role.

Organizational citizenship behavior has a positive relationship with employee performance because it encourages additional motivation, strengthens employee relationships, increases organizational commitment, builds a positive company image, and promotes innovation and increased efficiency. Based on the problems described, this study aims to analyze the trend portrait of the development of studies on the relationship between organizational citizenship behavior and employee performance.

## LITERATURE REVIEW

### *Work Values*

Several major career development theories discuss work values (Dawis, 2005; Super et al., 1957). Work Adjustment Theory conceptualizes work values as aspects of work necessary to increase job satisfaction (Dawis & Lofquist, 1984). Donald Super (1980) defined work value as "a goal, whether a psychological state, a relationship, or a material condition, that a person wishes to achieve." Despite the various definitions, Zytowski (1994) notes that work values are most often characterized as positive reinforcers of job satisfaction in the vocational psychology literature. Values are concepts or principles found in individual employees that can influence behavior and actions at work.

Work values are a basic pattern of beliefs linked to the end state achieved or the attitude of action. Work goals with differentiating patterns are arranged according to their importance to become guiding principles for evaluating the acquisition of results and work rules and selecting among the best solutions in differentiating patterns. Since work grades refer only to the goals of the work arrangement, they are more significant than the acquisition of primary individual grades. However, the work values usually learned are broad; they refer to what one wants from work rather than the narrowly defined outcomes of a particular job. Finally, like fundamental values, work values verbally represent individual, group, and interaction requirements.

Despite the many different labels, most work researchers seem to identify two or three common types of work values:

1. Intrinsic or self-actualizing value: directly expresses openness to the value of change and pursuit of autonomy, interest, growth, and creativity in work.
2. Extrinsic or security or material values: expressing the value of conservation; the specifics of job-level security and income provide workers with the absolute requirements for general protection and maintaining order in their lives.
3. Social or relational values express the pursuit of self-transcendence values; work is seen as a vehicle for social connection with the acquisition of good impact and contribution to society (Alderfer, 1972; Borg, 1990; Crites, 1961; Mottaz, 1985; Pryor, 1987; Rosenberg, 1957).

Elizur (1984) on the trichotomy classification related work values by considering their outcome modalities: instrumental outcomes, such as working conditions and benefits; cognitive outcomes, such as interest and achievement;

affective outcomes, such as relationships with colleagues. This classification largely overlaps with extrinsic, intrinsic, and social. Basic individual values theory suggests that there should be a fourth type of distinguishing work value, which parallels the primary self-enhancement higher-order value type. This work value, like self-enhancement, should be related to prestige or power. References to prestige, authority, influence, power, and achievement in work are standard in empirical research on work. These values are usually classified as extrinsic (Rosenberg, 1957) or intrinsic (Borg, 1990). Some theorists have recognized a distinctive prestige or power type (O'Connor & Kinnane, 1961; Pryor, 1987).

A re-examination of many previous studies reveals empirical evidence for a fourth prestige type, even in data interpreted by researchers as revealing three types. Consider the data from Elizur (1984). Elizur (1984) specifically asked about the regions of value labeled cognitive outcomes. Elizur can be divided into intrinsic and prestige regions that better understand the data. Work values in the intrinsic region (meaningfulness, responsibility, use of one's abilities) contribute to a sense of personal growth. Their attainment derives directly from the nature of the work experience. Work values in the prestige domain (achievement, advancement, status, recognition, independence, a company you are proud to work for, influence at work, influence in the organization) are values whose attainment requires comparison of oneself with others, which implies personal excellence.

### **Organizational Citizenship Behavior (OCB)**

Bateman & Organ, 1983 defined OCB as extra-role behavior that contributes to organizational effectiveness by going beyond the limits of his job. Smith, Organ, and Near 1983 first conceptualized OCB with two dimensions: Altruism and General compliance. Altruism is discretionary behavior that immediately benefits a specific individual and indirectly contributes to the organization through behavioral assistance (e.g., meeting someone in trouble and trying to help that person voluntarily; Smith et al., 1983). Conversely, general compliance is defined as behavior that benefits the organization in general and has no direct impact on specific individuals (e.g., providing advance notice when unable to come to work) (Smith et al., 1983). Organ (1988) It is also described as "contextual performance," which refers to individual behaviors that go beyond the call of duty, such as volunteering (Borman & Motowildo, 1993) or an individual's contribution to organizational effectiveness by performing additional, but necessary tasks within a social context (Dipola & Moran, 2001). Organ (1988) expanded his original two-dimensional model and suggested five dimensions of discretionary behavior to maximize organizational efficiency, namely:

1. Altruism: Can also be thought of as "Helping" behavior, which means selflessness and concern for the welfare of others. Examples are helping others who are absent or helping others who have a high workload (Organ, Podsakoff, dan MacKenzie 2006).

2. Conscientiousness: Can easily be described as a responsible person. Examples include complying with company rules and regulations even when no one is looking and not taking extra breaks.
3. Sportsmanship: Usually refers to the attitude of people who choose not to do harmful things (Organ, Podsakoff, dan MacKenzie 2006). Examples are not complaining about trivial things and focusing on the positive rather than the negative side of problems and situations.
4. Courtesy: This includes actions that help prevent problems from occurring or take forward actions to mitigate problems (Organ 1988). Examples include informing others of actions that might cause them inconvenience and trying to prevent problems from occurring.
5. Civic virtue: This describes an attitude of "responsible and constructive engagement in the political or governance processes of the organization" (Organ, Podsakoff, dan MacKenzie 2006, 24). Examples include attending optional meetings and keeping up with organizational changes.

OCB is generally viewed as extra-role behavior; job role definition can be influenced by individual personality, job duties, and the organization, which is constantly changing depending on the macro environment (Graham, 1991). Furthermore, job boundaries between in-role and extra-role behaviors are recognized ambiguously among employees, and the definition of OCB changes depending on how employees define their job responsibilities (Morrison, 1994). Morrison (1994), therefore, asserted that the role definition of OCB, whether perceived as in-role or extra-role, is determined by how broadly employees define their job as a requirement. Morrison's (1994) study had a significant impact on OCB research because it challenged the conceptualization of OCB, which had been believed to be extra-role behavior, and the results of his research generated a stream of research on OCB role perceptions.

### *Employee Performance*

Performance is the acquisition of results in individual efforts by achieving skills and attitudes of action under certain conditions. Byars (in Veithzal, 2004) states that performance is included in the results of the involvement of effort, skills, and perceptions of assignments. Performance at a high level makes a stage towards achieving organizational goals that have an agreement. So, efforts are needed to improve related performance. Siagian (2006) states that performance is included in feedback on several processes, for example, skills, expertise, shortcomings, and possibilities for a turn with the usefulness of determining the purpose, path, and planning patterns of individual career development, especially organizations. Furthermore, it describes the performance that makes the level of assignment management that individuals, units, or divisions can achieve through the use of existing skills and various limitations that have been determined to achieve the company's goals.

Munandar (2002) made a type of job performance assessment with the content of the three indicators, including:

1. Identification is to identify various provisions within the scope of work of individual managers to carry out job performance assessment testing. The identification process, both rational and legal, requires a measurement mechanism according to job analysis. The mechanism of the assessment form will have a focal point on job performance with the effect of organizational success rather than characteristics unrelated to job performance, such as age and gender.
2. Measurement: The measurement pattern is included in the middle part of the assessment mechanism, which is used in forming managerial judgment from the job performance sector by sorting from good or bad results. The pattern of measuring the part of job performance optimally requires organizational consistency. All managers involved are required to maintain a standardized level of benchmarking patterns. Job performance measurement involves several provisions to reflect the attitude of action toward recognizing various characteristics of signs or dimensions. Technically, a total of related provisions, such as the equation of perfect, good, sufficient, and less capable predicates, are used by assigning numbers 1 to 4 for employee job performance.
3. Management is a form of value from the work performance section, especially contract workers, and it provides the central system, especially management, to be used to describe various objectives and work standards by encouraging labor in the next period. This can be understood as a process designed to improve the performance of the company's organization with an overall pattern of improvement of work performance, especially labor, through the content of line managers.
4. There is a connection through the strength of human resources. Therefore, Rao (1996) states that the strength of each organization is sourced in individual personalities, which then, in other words, the performance of the organization cannot be separated from the performance that has been achieved by all individuals in the organization who have involvement. Gibson, Ivancevich, and Donnely (2003) state that each individual's performance is the maintenance of organizational performance. So related to indicators that are of particular concern to organizations in the future is the extent to which organizational movements can place increased personality performance on stimuli in improving organizational performance with a cumulative load.

Experts make a conclusion that contains several indicators that can be used to link the pattern of strength of human resources; therefore, Rao (1996) states that the strength of each organization is to have a layout of each individual, which is then able to bring up the performance of the organization is not able to be separated from the performance that has been achieved by all individuals in organizations that have involvement. Gibson, Ivancevich, and Donnely (2003) state that each individual's performance is the optimal

performance of the company's organization. Then, the indicators will be the organization's primary concern.

## **METHODOLOGY**

This research uses a qualitative method with a bibliometric approach. Bibliometric studies aims to develop and map a particular study. This approach involves using bibliographic data, such as citations, number of publications, and journals published, to identify trends, patterns, and structures in academic knowledge production (Akram et al., 2022; H. Xiao & Li, 2021). In conducting research analysis, the author uses the Vosviewer application to assist in analyzing and visualizing the research data.

The data in this study consisted of articles published between 2014 and 2023 (the last ten years) in journals published in the Scopus database. The consideration of using the Scopus Database as a data source is that this database is one of the two most important databases and high-standard journal articles. In Figure 1 below, we present the criteria and filters used in data collection and analysis techniques. As for the data limitation process of this research, the authors used the following formula to produce 109 articles from 256 scientific articles with the keywords "Organizational Citizenship Behavior" and "Employee Performance" Data reduction formula searched by Scopus database: ( TITLE-ABS-KEY ( "Organizational Citizenship Behavior" ) AND TITLE-ABS-KEY ( "Employee Performance" ) ) AND PUBYEAR > 2014 AND PUBYEAR < 2023 AND ( LIMIT-TO ( LANGUAGE, "English" ) AND ( LIMIT-TO ( SRCTYPE, "j" ) AND ( LIMIT-TO ( DOCTYPE, "ar" ) ) AND ( LIMIT-TO ( SUBJAREA, "BUSI" ) ) AND ( LIMIT-TO ( PUBSTAGE, "final" ) ). The journals from Scopus are then saved as RIS files.

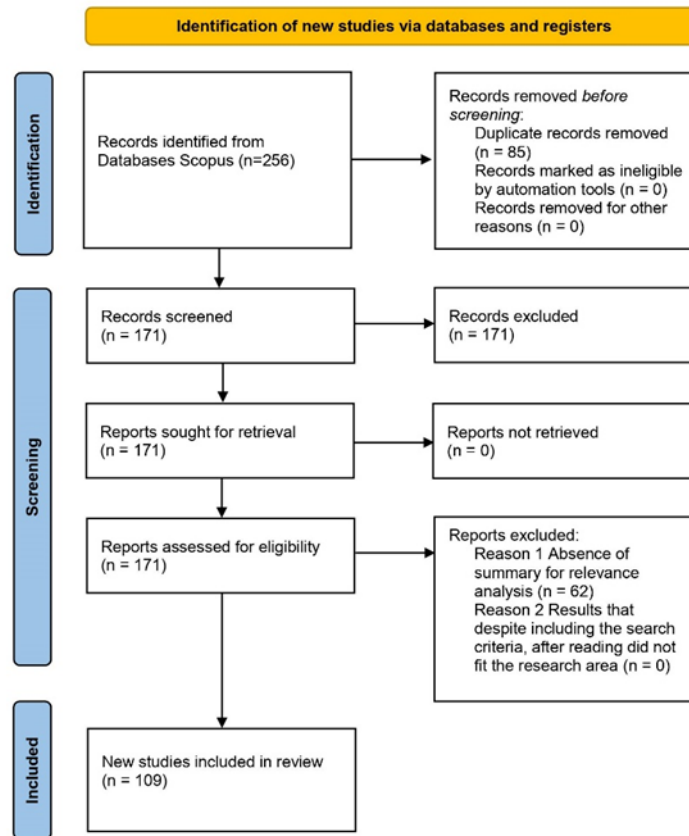


Figure 1. Prisma Method Procedure Detailing the Steps in Document Unit Identification And Selection.

## RESEARCH RESULT AND DISCUSSION

Data search results through the Scopus database with the keywords "Organizational Citizenship Behavior" and "Employee Performance" resulted in 256 scientific articles. After selection based on the level of relevance to the research area under study, 109 articles were selected to be included in further analysis. This selection process was conducted to ensure that the articles to be selected would contribute significantly to understanding the trends in Organizational Citizenship Behavior and Employee Performance. The study analyzed and classified the data from the document over the years to find interesting patterns and trends. In addition, this analysis identifies which countries distribute the most scientific publications and the most frequently used journals. Therefore, the findings of this analysis enhance the understanding and advancement of research in this field.

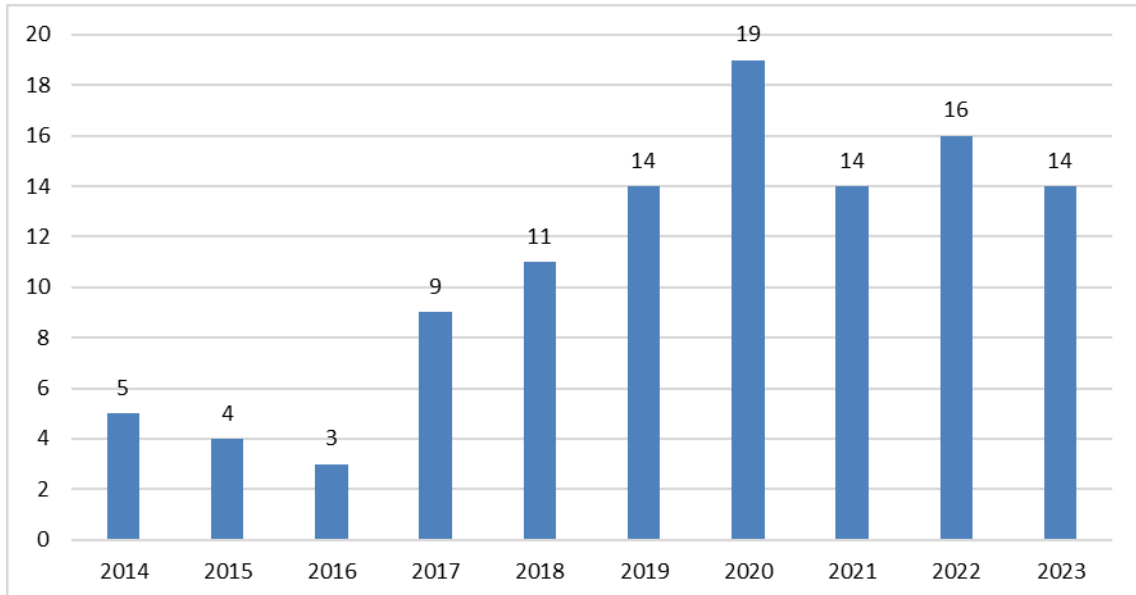


Figure 2. Global Trends in Publications Organizational Citizenship Behavior (OCB) on Employee Performance from 2014 to 2023.

Figure 1 shows the level of research publications by year from 2014 to 2023. Figure 1 shows significant changes over the period. These changes can be attributed to the dynamics in Citizenship Organizational Behavior and Employee Performance research, where more researchers focus on specific periods than others. In 2020, the number of publications relevant to this research peaked. This significant increase indicates high research interest and attention to Citizenship organizational behavior and Employee performance. Many of these studies looked at tenure, performance benefit satisfaction, and Citizenship Organizational Behavior (OCB), concentrating on identifying how these three components affect employee job performance. Therefore, this study will investigate how tenure, satisfaction with performance benefits, and engagement in OCB affect employee performance in the company.

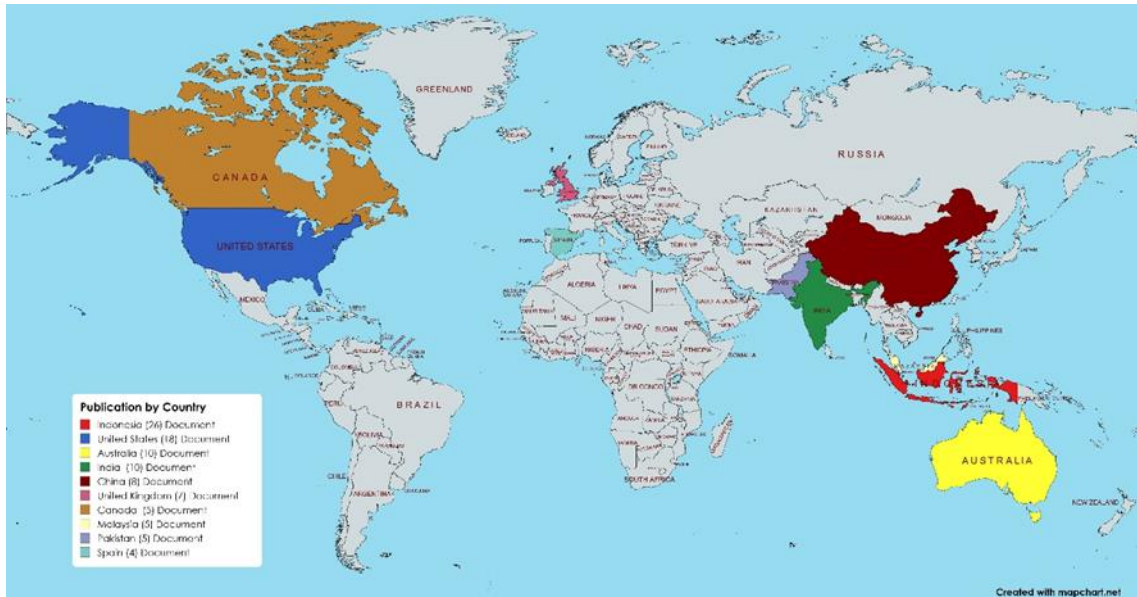


Figure 3. Academic production by country, from 2018–2023 (software Mapchart) (<https://www.mapchart.net/world.html>, accessed on 16 March 2024).

The figure above shows the distribution of publications on work values and organizational citizenship behavior (OCB) on employee performance studied in Indonesia. The study improves understanding of how organizational citizenship behavior (OCB), job rotation, and physical work environment affect employee performance. This study aims to understand better how these components interact with each other and how they impact overall productivity and performance in the workplace. Therefore, This study provides a better understanding of how employee performance works and provides a basis for companies to develop better management strategies to improve performance, retain employees, and create a more productive and satisfying work environment.

### Linkage and Clustering of Themes Organizational OCB On Employee Performance

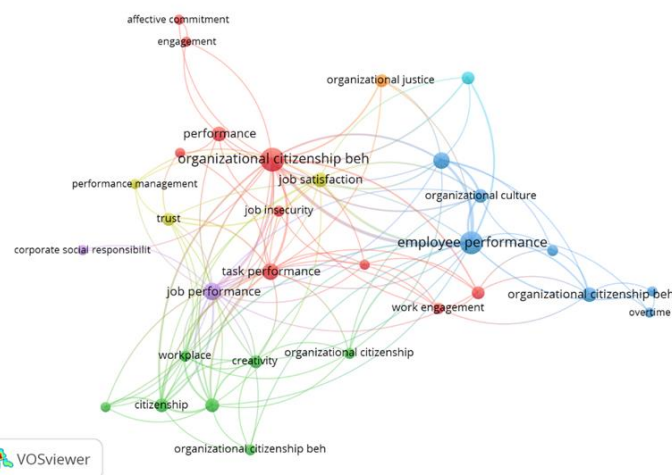


Figure 4. Themes in OCB on Employee Performance

Based on the picture above, it can be seen that the network or cluster of keywords about OCB on Employee Performance. First, OCB on Employee Performance is related to task performance, organizational justice, job satisfaction, organizational performance, and organizational culture. OCB on Employee Performance is related to Task Performance, where OCB refers to voluntary behavior performed by employees outside of their official or formal duties. Meanwhile, employee performance can be divided into two main aspects: task performance and overall organizational performance. OCB can influence both organizational and individual contexts, improve teamwork by promoting a positive and supportive atmosphere in the workplace, and impact employees to complete their tasks correctly. Asgari et al (2020) research shows organizational support plays a vital role in promoting task performance and OCB among secondary school teachers, providing insight for principals to design strategies for continuous quality improvement that will improve the Employee Performance of teachers. Tahir (2015) highlights the importance of understanding the interaction between psychological empowerment, organizational citizenship behavior, and task performance to improve employee and organizational outcomes.

OCB on Employee Performance is related to Organizational Justice, where Organizational Justice refers to employees' perceptions of the extent to which they are treated fairly at work. When employees feel treated fairly by the organization, they feel an obligation to give something in return for fair treatment. OCB is a way for employees to repay the kindness shown by the organization by making extra contributions. Organizations that are seen as fair tend to build trust and credibility among their employees. Employees who believe in their organization and its policies and procedures are more likely to perform voluntary behaviors that benefit the organization. Hermanto & Srimulyani (2022) revealed that Organizational Justice significantly increases individual-level OCB and organizational-level OCB, which in turn positively affects Employee Performance.

OCB has a positive relationship with job satisfaction. In addition, perceived justice, job satisfaction, and OCB positively affect employee performance. These findings suggest that perceptions of justice, job satisfaction, and OCB are essential to improving employee and organizational performance (Hidayah & Harnoto, 2018).

## Linkage and Clustering in a Portrait of the Development of OCB on Employee Performance

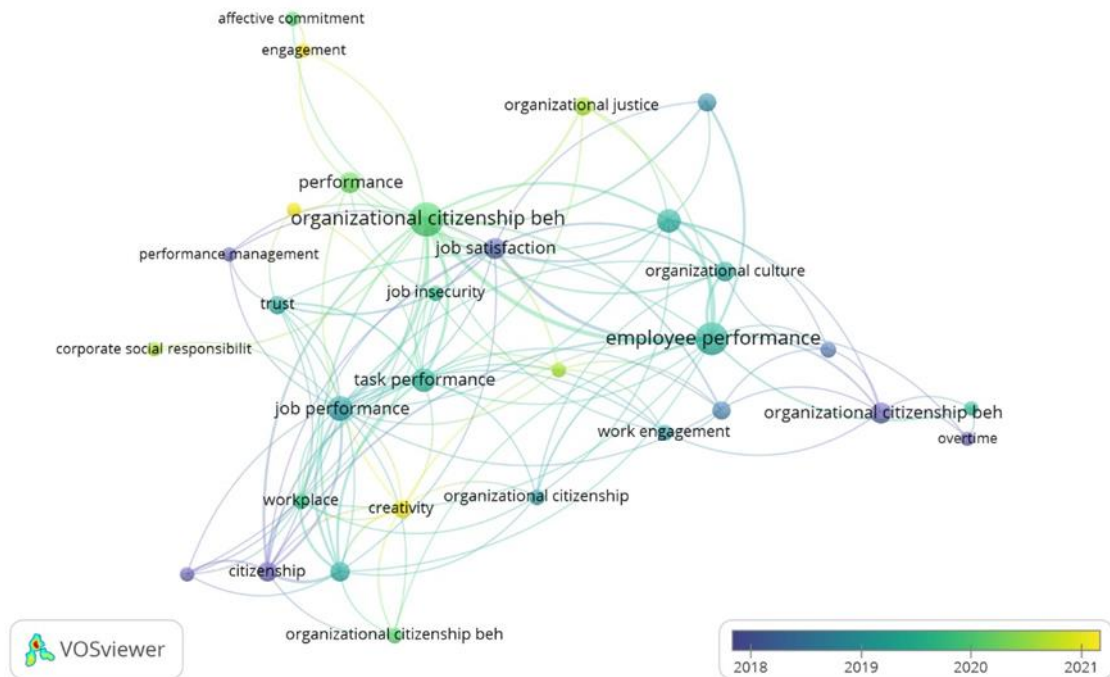


Figure 5. Portrait of OCB Development on Employee Performance

Figure 5 displays an Overlay analysis map that illustrates the main themes categorized by year of research on Citizenship Organizational Behavior and Employee Performance. We can see how the research themes on citizenship organizational behavior and employee performance have evolved using this overlay mapping. Newer years are represented by brighter colors on the map. Figure 5 shows the year 2021 with a light green color representing the research themes of that year. This overlay map helps find the main themes discussed during various times. The key research themes for 2021, highlighted in the light green, include organizational justice, engagement, creativity, corporate social responsibility, organizational citizenship behavior, and performance. These themes indicate the key study emphases and concept trends being researched that year. This research can provide deeper insights into management practices and hazard behaviors by focusing on organizational justice, engagement, creativity, corporate social responsibility, organizational citizen behavior, and performance. Research can expand our understanding of how these factors influence organizational dynamics and employee performance by focusing on these elements.

## Linkage and Clustering Future Research Kajian OCB on Employee Performance

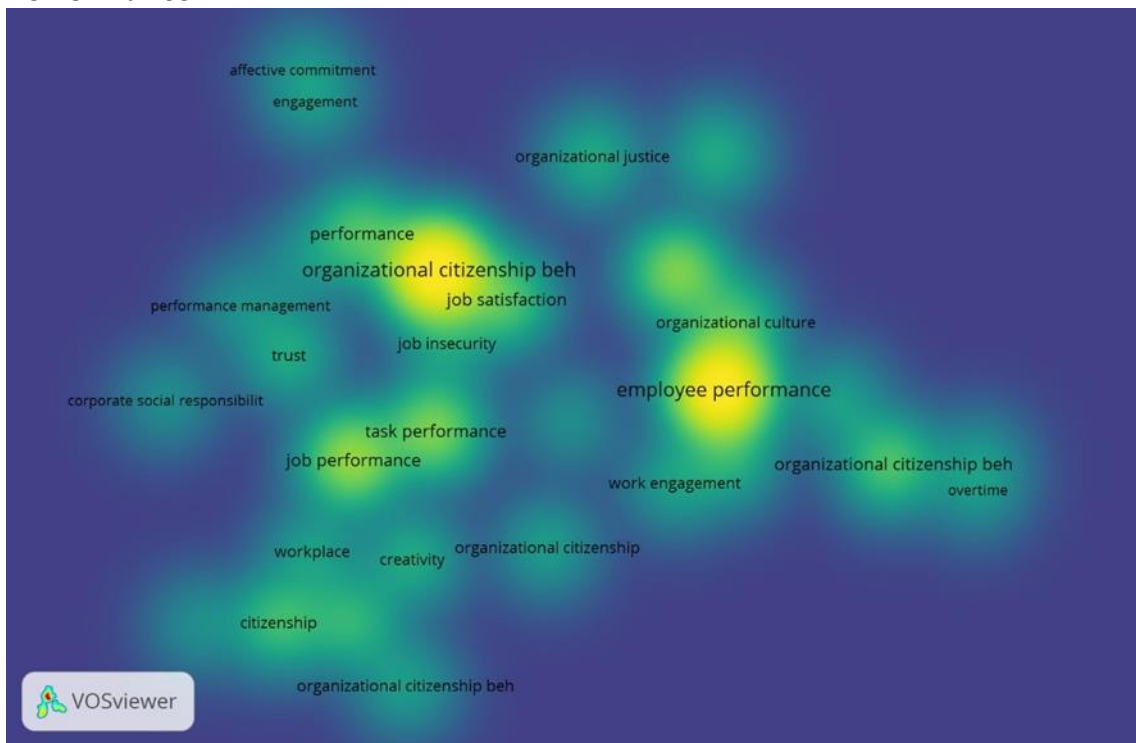


Figure 6. Research Agenda and Future Research in OCB on Employee Performance

The density visualization representation presents details of terms related to citizenship, organizational behavior, and employee performance. The lighter areas indicate a higher density of terms. This indicates that the terms there appear more frequently or have a closer relationship with each other (Akerlof et al., 2022). The color movement from blue to green and yellow indicates the density of term occurrence; yellow indicates the most vital relationship or density of terms, while green is an under-researched topic, which could be the following research finding (Abbas et al., 2022; Feng et al., 2020). Terms such as employee performance, organizational citizenship, job performance, task performance, job satisfaction, performance, and organizational culture are widely used. These terms are often linked or discussed together. Meanwhile, terms such as Work Engagement, Organizational Citizenship, Corporate Social Responsibility, and Performance Management tend to be more partial, indicating that these terms appear less frequently or are unrelated to the primary term. Therefore, this area is still attractive for future research and has yet to be thoroughly researched. This provides an opportunity for researchers to investigate related aspects and make new contributions to understanding the relationship between Citizenship Organizational Behavior and Employee Performance. As the research on Citizenship Organizational Behavior and employee performance deepens, more will be revealed about how these factors are interconnected and how they can be managed to improve well-being and productivity.

This research explains a significant relationship between the organizational citizenship behaviors exhibited by employees and their performance at work. Citizenship organizational behavior includes voluntary actions beyond an employee's primary duties, such as helping co-workers, participating in organizational initiatives, or providing constructive feedback. This research shows that employees who exhibit active OCB have higher motivation, more substantial commitment to the company, and higher levels of job satisfaction. OCB can also improve employee relationships and create a more collaborative and open work culture. Therefore, this study shows that understanding and encouraging OCB in the context of organizational management is critical to improving employee performance and achieving organizational success. Companies can create a more productive, collaborative, and fulfilling work environment for their employees by recognizing the importance of OCB and implementing it in the organizational culture. Employees supported to demonstrate their OCB tend to be more motivated, committed, and engaged in organizational activities. This creates a positive work environment where collaboration and cooperation are prioritized, encouraging creativity and innovation.

## **CONCLUSIONS AND RECOMMENDATIONS**

This research concludes that the study of OCB on employee performance in the last ten years has some interesting findings. The data shows that interest in and research on citizenship organizational behavior and employee performance is increasing, with 109 scholarly publications published from 2014 to 2023 proving significant growth in interest and research on this topic. The increasing trend in the number of publications indicates a favorable response to the relevance of this topic. The growing number of studies on organizational citizenship behavior and employee performance shows that this topic is considered one of the most critical components of organizational management. Indonesia is the most significant contributor, as it provides 26 documents that explore this study from various perspectives, including organizational citizenship behavior, job rotation, and physical work environment. The visualization mapping shows that topics such as Organizational Justice, Engagement, Creativity, Corporate Social Responsibility, organizational citizenship Behaviour, and Performance are the main focus of research on Organizational Citizenship Behaviour and Employee Performance. However, topics like work engagement, organizational citizenship, corporate social responsibility, and performance management are still open to further research. Research trends show that the relationship between Civic Organizational Behavior and employee performance is of growing interest. The growing number of publications published in this field indicates that researchers and practitioners are increasingly aware of how important it is to understand how employee behavior can affect organizational success and performance. This suggests that it is necessary to understand how additional motivation, commitment to the organization, and work culture can contribute to achieving organizational goals. Therefore, the research trends provide a solid foundation for further

advancements in Citizenship Organizational Behavior and Employee Performance.

### ADVANCED RESEARCH

This research still has limitations so it is necessary to carry out further research related to the topic "A Meta-Analysis of the Relationship Between Organizational Citizenship Behavior and Employee Performance" to perfect this research, as well as increase insight for readers

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