

A MODEL OF PROACTIVE BEHAVIOR IMPROVEMENT BASED ON PROCESS CONTROL, WORKLOADS AND INTRINSIC MOTIVATION IN A SOCIAL CAPITAL CONTEXT (Study in the Criminal Investigation Unit of Rembang Police Resort)

Annisa Faridhotun Ni'mah^{1*}, Tatiek Nurhayati^{2*}

* Affiliation:

^{1,2}Magister of Management of UNISSULA Semarang

Abstract:

Proactive behavior is an anticipatory behavior to influence both individual and work environment that are beneficial to the organization. It can be affected by various factors, including process control, workloads and intrinsic motivation. This the research is explanatory research. The subject of the research was the Criminal Investigation Unit of Rembang Police Resort. The sampling technique used was census sampling (54 respondents). The data were collected using questionnaire. Then it was analyzed using SEM (Structural Equation Modelling) PLS. Based on the research, it can be concluded that : 1) The process control has a positive and significant effect on proactive behavior, 2) The process control has a negative and significant effect on workloads, 3) The workloads give a positive and significant effect on proactive behavior, 4) The workloads give a negative and significant effect on intrinsic motivation, 5) The intrinsic motivation has a positive and significant effect on proactive behavior, 6) Social capital variable becomes a moderating variable the effect of intrinsic motivation on proactive behavior

Keywords: Control Process, Workloads, Intrinsic Motivation, Proactive Behavior, Social Capital

INTRODUCTION

Human resource is one of the important factors in the existence of an organization. Through good human resources management, organizational success in achieving the vision, mission and strategy can be realized. A similar phenomenon happened in the Indonesian National Police (Polri) where the capabilities possessed by each personnel / members / human resources affect the success in achieving the basic tasks and functions of the Police. Human resources related behaviors becomes an important factor in achieving the task and

performance in accordance with the main tasks and functions. The organizational performance depends on the individual performance (Gibson et al., 2012). A police performance certainly depends on how the performance behavior of the officers. Therefore it is very important to know the factors affecting the police's proactive behavior resulting in the achievement of police performance in accordance with its decided objectives.

Control is an important part in performing tasks so that the performance is in line with the decided plan (Koontz and O'Donnell, 2001). Process control in the police aims to ensure that the police's behavior is in accordance with existing mechanisms and regulations, such as the existence of making reports regularly, evaluating procedures, and controlling the implementation of procedures. The presence of control will certainly affect the police's proactive behavior in the implementation of their daily tasks. Hard challenges faced by police officers while implementing their tasks require certain change and personal initiative. This situation especially faced by police officers in the criminal investigation unit in which they have to make decisions quickly in handling problems. When the police officers could not make a right decision quickly, the whole set of work processes is impeded and under certain conditions, police officers need to be supervised. Motivation becomes one of the main elements in doing a job. Motivation is a form of encouragement both power and strength that comes from within the individual to achieve something both through oneself (intrinsic) and environment (extrinsic) (Elliot and Howard, 1999). Intrinsic motivation which plays as a stimulus emerging from within oneself without any enforcement from others, becomes one of the keys in achieving proactive behavior. Proactive behavior, often referred as an anticipatory behavior, aims to influence both oneself and work environment (Grant & Ashford, 2008) that are beneficial to the organization relating to the performance of individuals and organizations as a whole in order to achieve organizational goals or success (Fay & Frese et al.).

The results of previous research done by Sonnentag & Spychala in 2012 reveal that control is divided into direct control (direct relation) and indirect control (indirect relation), in which both of them have a positive and significant effect on proactive behavior. A similar study conducted by Hoof t& Bakker (2015) shows that control has a positive and significant impact on proactive behavior. Tiananet. al. (2015) in his research also mentions that direct control through supervisor support-direct relation to work stress that are classified into job demands and workloads, has a negative and significant effect. However, different results have been stated by Parker & Amiot (2013). They find that direct work stress (situational constraint-direct relation) does not have any effect to proactive behavior.

Workloads also affect on intrinsic motivation. This is shown through the negative influence of work stress (work conflict) on intrinsic motivation (Koulobandi&Mahdavi, 2012). According to (Mallin&Finkle, 2014), intrinsic motivation has a positive and significant relationship to proactive behavior. Nevertheless, Ohly& Fritz (2007) expressed that intrinsic motivation has no effect on individuals who are considered to have proactive behavior.

Based on data taken from BPS in Rembang regency, the population in Rembang regency in 2013 is 611,495, while in 2014 is 616,901 and in 2015 is 621,134 which are spread across 14 districts.

Table 1.1
The Number of Rembang Police Resort Personnel
in 2013 up to 2015 Period

No.	Uraian	Thn. 2013	Thn. 2014	Thn. 2015
1	Perwira	60	68	74
2	Bintara	621	601	614
Jumlah :		681	669	688

Source: Rembang Police Resort Personnel Data in 2015

Based on Table 1.1, the ratio of numbers of police officers and population in Rembang Regency in 2013 is (1: 898), in 2014 is (1: 922) and in 2015 is (1: 903). In fact, the ideal ration between the number of police officers and population based on police ratio is 1: 300.

Having the fact that the actual ratio is 3 times higher in comparison to the ideal one, it becomes one of the serious problems affecting on the high workloads to the police officers in giving services to the society in Rembang regency. Control, workloads, and intrinsic motivation are important factors in improving proactive behavior. However, the results of the study in the Criminal Investigation Unit in different Police Resort could be different. This is due to the fact that each police personnel has different behavior in handling every single problem. In relation to the stated research gap and phenomenon, the problem of the research can be formulated. The problem of this research is how is the model of proactive behavior of police officers at the Criminal Investigation Unit of Rembang Police Resort in social capital context.

LITERATURE REVIEW

PROACTIVE BEHAVIOR

Proactive behavior is referred as a form of anticipatory behavior, aims to influence both oneself and work environment (Grant & Ashford, 2008)) that are beneficial to the organization relating to the performance of individuals and organizations as a whole in order to achieve organizational goals or success (Fay & Freese, 2001; Parker, William & Turner, 2007). Proactive behavior is a kind of behavior that can directly change the environment. The dimension of proactive behavior is the root of individual's needs to manipulate and control their environment. According to Parker and Collin (2010), proactive behavior in the work situation can be categorized higher and it can refer to various concepts of proactive behavior. Meanwhile, according to Frankl (in Azwar 2011), proactive behavior is the most important behavior in the existence of human life which is the presence of individual's ability to interpret life as a personal responsibility. Accordingly, it can be concluded that proactive behavior is an anticipatory behavior to affect both oneself and work environment which is beneficial to the organization. Proactive personality can occur once there is situational improvement efforts done by a group of people such as creating certain ideas in handling certain incidents when others are silent. A person who has proactive behavior will be better in finding opportunities, highly initiative, brave, tenacious so that he/she is able to achieve the desired goals. A person having proactive behavior is highly needed by organizations / companies (Robbins, 2009).

Many studies have examined the factors that influence proactive behavior, including:

- a. Sabine Sonnentag (2012) suggests that stress factors (workloads and time pressure) affect proactive behavior.
- b. Michael L. Mallin et. al (2014) proves that workloads and intrinsic motivation affect the proactive behavior.
- c. Moritz Gudermann (2010) finds that proactive behavior is influenced by work stresses which includes workloads, role conflict and ambiguity.
- d. Koulobandiet. al. (2012) and BaekKyoo (2008) reveal that proactive behavior is influenced by workloads and intrinsic motivation factors.
- e. Carolijn (2006) states that situational aspects (types of stress, threat, supervision and or job assessment) affect proactive behavior rather than individual characteristics.
- f. Richard M. Ryan e. al., says that the environment affects proactive behavior.

PROCESS CONTROL

Control is one of the management functions that is closely related to organizational efforts in achieving goals. Control which is referred as an effort to monitor the bureaucracy or organization must be implemented properly because when it is not implemented, it can give negative effect to the existence of the organization (Terry, 2007). In accordance with the statement, Manulang (2001) defines control as a process to determine works that have been done and evaluate it in order to make sure that the implementation has been conducted properly. There are three types of control, namely output, activity, and capability controls. Each of them is not directly related to one another. Final result based approach does much not involve managerial system and it is oriented towards the trusts. However, a different case happens in behavior based approach which is conducted through control by expert supervisors. Then the interrelationship and activities are interfered in order to conduct performance improvement in an organization or company (Jaworski and Anderson in Widodo, 2011).

Jaworski (1989) explains that the minimum requirements of a good process control should include: 1) Continuity of reporting 2) Evaluation toward control mechanisms by correcting procedures used for control, 3) The existence of control procedures in the implementation of every single job. While the factors affecting control process are:

- a. Standard Procedures (quality and quantity)
- b. Feedback
- c. Continuity

The results of the study show that proactive behavior can be influenced by control. Control is divided into direct relation control and indirect relation control, in which both of them have a positive and significant effect on proactive behavior (Sonnentag & Spychala, 2012). A similar study is also conducted by Hooft & Bakker (2015) which shows that control has a positive and significant impact on proactive behavior. Based on the explanation, hypothesis 1 is proposed as the following.

H1: If the process control increases, the proactive behavior level will be higher.

Tiananet. al. (2015) in his research mentions that direct control through supervisor support (supervisor support-direct relation) to work stress that is classified into job demands and workloads, has a negative and significant effect. The same results are also expressed by McCalisteret. al (2006) that supervisor support as a form of direct supervision of work stress has a negative effect. Therefore the second hypothesis can be proposed as follows:

H2: If the process control increases, the workloads will decrease.

Workloads

Workload is one of the factors which determines the existence of an employee an organization. According to O'Donnel et al (1986) in the Handbook of Perception and Human Performance, the workload is part of a person's capacity to complete the task. The term used in this occasion is capacity. Thus, it can be inferred that a workload is the difference between individual's ability to process the required information to complete a task as properly and the actual performance shown at that time (capacity). Workloads can also be defined as the correlation between the capacity own by a person (rationality, mental or resource) which is required by him/her in the work (Hard and Staveland, 2008). Beehr, Jax, Stacy anMuray (2000) state that a workload is an environmental factor that causes individual tension and as well as reactions. While Lepine and Dunckel (1999) argue that workloads include situational constraints, time pressures, self efficacy as well as the demands of the fulfillment of certain tasks. While factors that affect workloads include job demands, role demands, role conflict, job ambiguity, time pressure and situational constraints .

Various forms of stress become one of the situational factors in predicting proactive behavior. Work stress has a negative and significant effect on proactive behavior. The results of a study done by Ouwehand & Benzing (2006) show that the workload that is part of work stress has a negative and significant effect on proactive behavior. Therefore, the third hypothesis can be proposed as the following.

H3: If the workloads increase, the proactive behavior will decrease.

Workloads also affect intrinsic motivation. Based on a research conducted by Koulobandi & Mahdavi (2012), workloads have a negative effect on intrinsic motivation.

H4: If workloads increase, intrinsic motivation will decrease.

Intrinsic Motivation

Motivation can be defined as willingness to carry out high efforts in order to achieve the goals of an organization or in other words it can be referred as a form of effort to reach a certain level of needs (Robbins, 2011). Hasibuan motivation theory (2011) which is commonly used to explain the source of motivation can be classified into two, namely intrinsic motivation and extrinsic motivation. While the factors that influence intrinsic motivation are individual consciousness, pressure and self efficacy.

Intrinsic motivation is a form of self-impulse without any influence or enforcement coming from outside. Intrinsic motivation has a positive and significant effect on proactive behavior (Mallin&Finkle, 2014). Therefore, fourth hypothesis is proposed as follows.

H5: If intrinsic motivation increases, then proactive behavior will be higher.

Social Capital

Social capital is one of the organizational resources that can show how the level of one's experience in building relationships with other organizations. Thus, it can be inferred that social capital plays an important role in a certain relation (Bergh, et al., 2003). Meanwhile, according to (Red, 2009) the company's resources are created through the interaction of social values among the developing companies. The resources gained from the process of social interaction is called social capital. These interactions describe the purpose and trust or trust between one another, so that they can create value that facilitates the actions to be achieved together (Ghosal& Tsai, 1998).

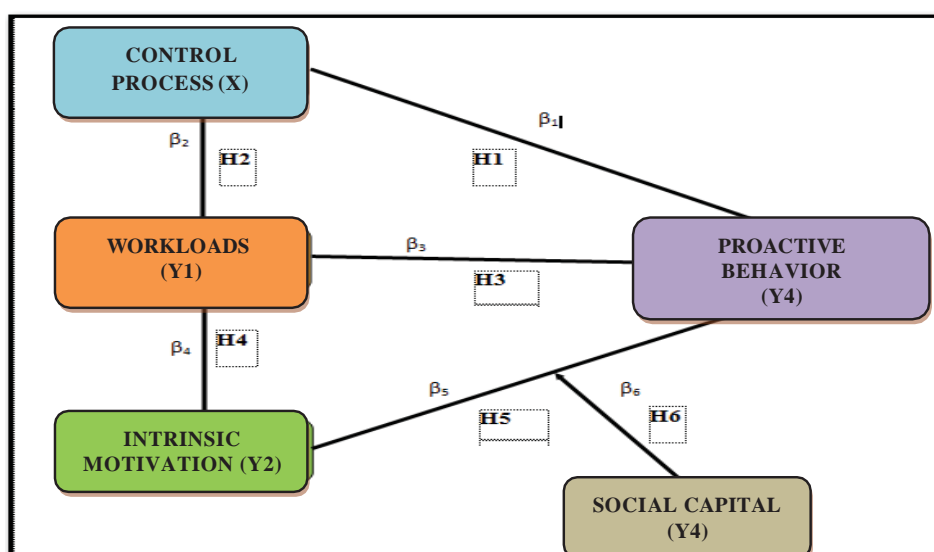
Social capital can be divided into two, namely internal social capital and external social capital. Internal social capital is the interaction between human resources with other resources within an organization, while external social capital is the interaction between human resources with other elements that are outside the organization. Internal social capital and external social capital can change flexibly adjusting the changes of internal and external conditions. Social capital becomes weak or low when a family or a friend is separated and when one's social interactions are cut off by another factor (Field, 2005). "Social capital becomes facilitator or economic expansion to a wider level if supported by a higher level of trust" (Ahmadi, 2003).

The results of a study done by Grant & Ashfor (2008) show the dynamics of proactive behavior in work (antecedents, consequences, dimensions, etc.) including social processes, work structures and development. Proactive personality is a personality that tends to influence the environment, to be oriented toward flexible roles and work autonomy and it has a significant effect on proactive behavior. Trust supports motivational relationships toward proactive behavior (Parker, William & Turner, 2006).

Different research results revealed by Ohly& Fritz (2007) which shows that intrinsic motivation has no effect on proactive behavior. Based on this, the sixth hypothesis is proposed.

H6: If intrinsic motivation increases, proactive behavior will be higher with social capital as a moderating variable.

Empirical Research Model



A Mathematical Model

1. $Y_1 = \beta_1 X + e$
2. $Y_2 = \beta_2 Y_1 + e$
3. $Y_3 = \beta_1 X + \beta_2 Y_1 + \beta_3 Y_2 + e$ (without moderation)
4. $Y = \beta_1 X - \beta_2 Y_1 + \beta_3 (Y_2 - Y_4) + e$ (with moderation)

RESEARCH METHODS

The type of research used in this study was explanatory research. This kind of research tries to test hypothesis which indicates cause and effect relationship between two variables or more and the relationship must be significant (Sukandarrumidi, 2006). Hypothesis testing was done using SEM (Structural Equation Model) based on data analyzed through spreading questionnaires. This study was also based on the relationship of interdependence among variables drawn from the theoretical basis and concept of the previous studies. Population set in this research was 54 police officers in Criminal Investigation Unit of Rembang Police Resort. This research used census method with the whole population sample so that the total of population in this research is 54 people. The primary data source were obtained from questionnaires, results of observation, and test results. Data collection method used were literature study and distributing questionnaires. The causal relationship among independent variable and dependent variables; control process (X), Workloads (Y1), Intrinsic Motivation (Y2), Proactive Behavior (Y3), and Social Capital (Y4) were tested by Structural Equation Modeling (SEM) analysis. The model used in this study is multilevel model. To test the proposed hypothesis, the analysis technique used is SEM (Structural Equation Modeling) operated through PLS program.

RESULTS AND DATA ANALYSIS

Hypothesis Testing and Discussion

1. The Effect of Process Control on Proactive Behavior

The result of the equation shows that process control has a positive and significant effect on proactive behavior because $t_{\text{statistic}}$ is higher than t_{table} ($t_{\text{statistic}} 2.84 > t_{\text{table}} 1.67$) at 5% significance level. Thus, the first hypothesis proposed in this study that states that if process control increases, proactive behavior will be higher is accepted. It means that the process control (with some indicators: performance appraisal of employees, evaluation of the implementation of activities, and reports making regularly) can increase positively and significantly the proactive behavior (with some indicators: personal initiative, anticipation, strategic planning, curiosity, caring for others, being cautious, and seeking emotional support) in the Criminal Investigation Unit of Rembang Police Resort. This means that to encourage and enhance the proactive behavior of police officers, the the Criminal Investigation Unit of Rembang Police Resort needs to control the process so that all members participate in every activity.

The results of this study are in accordance with the results of research conducted Sonnentag & Spychala (2012) and Hooft & Bakker (2015) stating that control has a positive and significant impact on proactive behavior. Based on the results of interviews with the Criminal Investigation Unit of the Rembang Police Resort personnel, there was a statement that having positive proactive behavior for every member of the unit is a must, whether or not control

exists. This behavior has been embedded to each individual since the educational period. Based on the results of the research, it can be revealed that process control has a significant effect on proactive behavior.

2. The Effect of Process Control on Workloads

The relationship between process control and workloads was significantly negative due to the $t_{\text{statistics}}$ value is 3.45 at significance level $< 5\%$. Thus, the second hypothesis which states that “if the process control increases, the workloads will decrease” is accepted. It proves that process control (with some indicators: performance appraisal of employees, evaluation of the implementation of activities, and reports making regularly) can decrease significantly workloads (with job demands, role demands, interpersonal demands, leadership styles, and work conflicts indicators) in the Criminal Investigation Unit of Rembang Police Resort. This means that, when the process control is done well, the workloads of the members of the unit will decrease significantly.

The result of the research done by Tiananet. al. (2015) reveals that direct control through supervisor support (supervisor support-direct relation) towards work stress which is classified into job demands and workloads has a negative and significant effect. The similar results are also expressed by McCalisteret. al (2006) that supervisor support as a form of direct control of work stress has a negative effect. However, the results of this study is different from the results of research that have just been stated. Based on the explanation of the Head of Criminal Investigation Unit of Rembang Police Resort, workloads received by each member is balanced and proportional. This situation is intended to ease the works performed.

3. The Effect of Workloads on Proactive Behavior

Workloads has a negative and significant effect on proactive behavior because $t_{\text{statistic}}$ is lower than t_{table} ($t_{\text{statistic}} -3.38 > t_{\text{tabel}} 1.67$) at 5% significance level. Thus, the third hypothesis in this study which states that “if the workloads increase, the proactive behavior will decrease” is accepted. It proves that the workloads (with job demands indicators, role demands, interpersonal demands, leadership styles, and work conflicts) can significantly decrease proactive behavior (with indicators of personal initiative, anticipation, strategic planning, curiosity, caring for others, being cautious, and seeking emotional support) in the Criminal Investigation Unit of Rembang Police Resort. This means that too high workloads are able to decrease proactive behavior of members in the Criminal Investigation Unit of Rembang Police Resort.

The results of this study support the results of previous research conducted by Ouwehand&Benzing (2006) which shows that the workload that is part of work stress has a negative and significant effect on proactive behavior.

4. The Effect of Workloads on Intrinsic Motivation

Workloads give a negative and significant effect on motivation because $t_{\text{statistic}}$ is lower than t_{table} ($t_{\text{statistic}} -2.25 > t_{\text{tabel}} 1.67$) at 5% significance level. Therefore, the fourth hypothesis in this study that states that “if the workloads increase, the intrinsic motivation will decrease” is also accepted. It proves that the workloads (with job demands indicators, role demands, interpersonal demands,

leadership styles, and work conflicts) can significantly decrease intrinsic motivation (with indicators of pleasure in work, confidence, and autonomy at work) in the Criminal Investigation Unit of Rembang Police Resort. This means that too high workloads can reduce the desire of the members in enjoying the work in the Criminal Investigation Unit of Rembang Police Resort.

The result of interview with the Head of in the Criminal Investigation Unit of Rembang Police Resort reveals that the willingness to carry out high efforts to achieve organizational goals is an obligation for all members of the unit. It is a must in the implementations of the tasks. This means that the intrinsic motivation of in the members of Criminal Investigation Unit of Rembang Police Resort will be affected by workloads of each member.

5. The Effect of Intrinsic Motivation on Proactive Behavior

The result of the equation shows that intrinsic motivation has a positive and significant effect on proactive behavior because $t_{\text{statistic}}$ is higher than t_{table} ($t_{\text{statistic}} 4.49 > t_{\text{table}} 1.67$) at 5% significance level. Thus, the fifth hypothesis in this study which states that “if intrinsic motivation increases, proactive behavior will increase” is also accepted. This fact explains that intrinsic motivation (with indicators of pleasure in work, confidence, and autonomy in work) can improve positively and significantly proactive behavior (with indicators of personal initiative, anticipation, strategic planning, curiosity, caring for others, being cautious, and seeking emotional support) the Criminal Investigation Unit of Rembang Police Resort. This means that the intrinsic motivation of members of the unit is able to encourage their proactive behavior in the Criminal Investigation Unit of Rembang Police Resort situation.

The results of the research support the result of a study conducted by Mallin & Finkle (2014) which states that intrinsic motivation is a form of self-impulse without external influence and enforcement. Intrinsic motivation has a positive and significant relationship to proactive behavior. Grant & Ashford (2008) define proactive as an anticipatory behavior, aims to influence both oneself and work environment that are beneficial to the organization relating to the performance of individuals and organizations as a whole in order to achieve organizational goals or success. From the results of research and two stated definitions, it can be deduced that intrinsic motivation has a positive and significant effect on proactive behavior of the Criminal Investigation Unit of Rembang Police Resort.

6. The Effect of Social Capital in Moderating the Relationship between Intrinsic Motivation and Proactive Behavior

The result of equation shows that the interaction variable between intrinsic motivation and social capital toward proactive behavior is significant because $t_{\text{statistic}}$ value is higher than t_{table} ($t_{\text{statistic}} 1.71 > t_{\text{table}} 1.67$) at 5% significance level.

Thus, the sixth hypothesis proposed in this study which states that “if intrinsic motivation increases, proactive behavior will be higher with social capital as a moderating variable” is accepted. This result proves that social capital (with indicators of trust between members, leadership and society, norms, networking, and beneficial coordination and cooperation) can moderate or strengthen the relationship between intrinsic motivation (with indicators of work pleasure, confidence and autonomy in work) and proactive behavior (with indicators of personal

initiative, anticipation, strategic planning, curiousness, caring for others, being cautious, and seeking emotional support) within the Criminal Investigation Unit of Rembang Police Resort context.

The results of this study explain that when members of the police are given a complete trust, they will perform more confident and they will be able to work without any enforcement so that it encourages the creation of strategic planning and prudence in work.

Conclusions

Based on the results of research and discussion on the model of proactive behavior improvement based on process control, workloads and intrinsic motivation in the context of social capital in the Criminal Investigation Unit of Rembang Police Resort, the conclusions that can be drawn as the following.

1. It is proven that process control has a significant and positive effect on proactive behavior of the Criminal Investigation Unit of Rembang Police Resort.
2. It is proven that process control gives a significant and negative effect on workloads of the Criminal Investigation Unit of Rembang Police Resort
3. It is proven that Workloads give a significant and negative effect on Proactive Behavior of the Criminal Investigation Unit of Rembang Police Resort.
4. It is proven that Workloads give a significant and negative effect on Intrinsic Motivation of the Criminal Investigation Unit of Rembang Police Resort.
5. It is proven that Intrinsic Motivation gives a significant and positive effect on Proactive Behavior of the Criminal Investigation Unit of Rembang Police Resort.
6. Social Capital Variable becomes the moderator variable in the relationship between Intrinsic Motivation and Proactive Behavior

MANAgERIAL IMPLICATIONS

This research is expected to provide various benefits for the Criminal Investigation Unit of Rembang Police Resort. The managerial implications are as follows:

1. The results of this study can be used as consideration and evaluation materials on the employees development process considering process control, proportional task distribution considering workloads, intrinsic motivation, social capital and problems occurred which are related to proactive behavior so far.
2. Identification of the various constraints / problems encountered in the implementation of tasks can be used as a reference for future performance improvement.

LIMITATIONS

Limitations and weaknesses of this research are as the following:

1. The subject of the research was still limited to the environment at the level of the Criminal Investigation Unit of Rembang Police Resort and this could not represent the wider. Additionally, the respondents taken were not sorted based on positions in the unit so that possible answers are different between each respondent.
2. Variables that affect proactive behavior based on theoretical review only consist of four variables: Process Control, Workloads, intrinsic motivation and social capital.

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