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# The Analysis Of Organizational Commitment On Organizational Citizenship Behavior On Public Sector Organization

Arnis Budi Susanto, Kurniaty, Agus Priyono, Ariwan Joko Nusbantoro

**Abstract**—This study aims to analyze the effect of organizational commitment on Organization citizenship behavior (OCB) in public sector organizations. The sample used in this study amounted to 200 employees. Data is analyzed by using SEM. The results showed that organizational commitment affects OCB. This research is only carried out in public sector organizations, so that future research can be carried out in organizations in other sectors.

**Keywords**—Organizational Commitment, Organizational Citizenship Behavior.

## 1 INTRODUCTION

Managing human resources in a work unit will lead to work behavior and is indicated to be able to shape the behavior of organizational citizenship behavior (OCB). This behavior tends to see an employee as a social creature rather than as an individual who is selfish so that organizational goals can be achieved effectively and efficiently (Titisari, 2014: 5). Behavior of the emergence of organizational citizenship behavior in an organization one of which is job satisfaction and high organizational commitment. If employees in the organization feel the satisfaction obtained from the work done, the employee will be maximally able to perform and complete his duties, even the employee can perform tasks that are outside his responsibilities. Likewise, if an employee in an organization has a high commitment to the organization where he works, that person will do anything to advance the organization because of a sense of confidence in his organization. (Darmawati et al).

The factor that can lead to the growth of organizational citizenship behavior (OCB) on employees is organizational commitment. The achievement of organizational goals and targets is supported by highly committed resources. Titisari (2014: 20-21) states that one of the important keys to get employee commitment is to help employees to self-actualize, by achieving everything they want Employee commitment to the organization helps the organization achieve its goals. Low organizational commitment reflects the lack of responsibility of someone in carrying out their duties within the organization. This means that employees will have a sense of ownership and participate fully in advancing the organization if the employee has a strong organizational commitment (Griffin, 2004: 78). High organizational commitment owned by individuals (employees) shows that the employee intends to advance the organization. Employees who have a high

commitment in the organization will try to complete tasks that become formal lines, but also do other work, where if there are employees who are unable to do a job, then committed employees are likely to help their partners in achieving the expected goals by the organization without comparing its capabilities with other employees. In achieving organizational goals, human resources must have the character of OCB. Titisari (2014: 4-5) said that organizational citizenship behavior (OCB) as a form of individual contribution that exceeds the demands of roles in the work environment. This OCB involves a number of behaviors including helping others, volunteering for extra tasks, complying with rules and procedures at work, so the organization expects employees to have the character of OCB, because OCB's role is so important and has a positive impact on the organization. OCB attitude owned by employees will help the organization to achieve its goals, because employees will contribute to each other in full because of their love for the organization so that employees will take full responsibility and become employees who have the behavior expected by the organization Organizational commitment is very important for an individual in the organization where he works. Employee job satisfaction is an important factor in an organization in order to achieve organizational goals. The achievement of organizational goals requires the intervention of the leadership. Monitoring and evaluation carried out by a leader is useful as a measure of the success of the program or policy implemented. Monitoring and evaluation is very influential on job satisfaction because it can have a positive impact on employees as it will make work more controlled so that employees will feel satisfied with the results of their work and support the success of the work of the organization. The success of an organization's work will not run smoothly without interference from the leadership. Based on the background of the problem, this study will examine how the influence of organizational commitment to Organization citizenship behavior in public sector organization.

- *Arnis Budi Susanto* is lecturer at department of management, faculty of economics and business, University of Jember,. E-mail: [arnis.feb@unej.ac.id](mailto:arnis.feb@unej.ac.id)
- *Kurniaty* is lecturer at Hasanuddin University, email: [kurniaty@pasca.unhas.ac.id](mailto:kurniaty@pasca.unhas.ac.id)
- *Agus Priyono* is lecturer at department of management, faculty of economics and business, University of Jember,.
- *Ariwan Joko Nusbantoro* is lecturer at department of management, faculty of economics and business, University of Jember,

## LITERATUR REVIEW.

### Organizational Commitment

Organizational commitment is an attitude that can reflect the extent to which an individual or an employee knows and is

bound to his organization (Griffin, 2004: 15). Bagram in Mehmud et al (2010) states that organizational commitment can develop if an employee is able to find his expectations and be able to meet his needs in an organization. Robbins and Judge (2007: 110) states that commitment is a condition where an employee sides with a particular organization and its goals and intends to maintain membership in that organization. Mathis and Jackson in (Sopiah, 2008: 155) states that organizational commitment is a condition where employees believe and are willing to accept the goals of the organization and will remain or will not leave the organization.

Grusky in Panggabean, (2006) states that organizational commitment is a nature of the relationship between organizational members and the system as a whole (Kurniawan, 2015). Organizational commitment is a trust and strong acceptance of the values contained in the organization, the desire to work hard, and maintain membership in the organization concerned, which means having a strong desire from members to remain in the organization or a psychological bond to the organization (Arishanti, 2009).

### Organizational Citizenship Behavior

The main focus of managers in improving organizational effectiveness is the behavior of human resources at work. The effectiveness of an organization can be seen from work interactions at the level of individuals, groups, and organizational systems that produce human output that has a low level of absenteeism, low employee turnover, lack of deviant behavior in the organization, achievement of job satisfaction, commitment to the organization. Organizational Citizenship Behavior (OCB) is a positive behavior that is carried out outside the role or responsibility, ie the employee does not only carry out his main duties but is also willing to perform tasks outside his role or responsibilities (extra role). This positive behavior can be in the form of helping others become volunteers for extra tasks, obeying the rules and procedures at work. Organizational Citizenship Behavior OCB is behavior that is not part of a person's formal work obligations, but instead supports the effective functioning of the organization. (Robbins, 2008: 31). According to Organ (2003: 31), OCB as individual behavior is free, not directly or explicitly recognized in the awarding system and in promoting the effective functioning of the organization. In other words, OCB is employee behavior that exceeds the mandatory role, which is not directly or explicitly recognized by the formal reward system. According to Aldag, (2004: 123) these behaviors illustrate the added value of employees which is a form of prosocial, namely positive, constructive and meaningful social behavior that helps. So broadly what is meant by OCB is a form of individual behavior that exceeds the formal provisions that are done voluntarily without expecting anything in return to improve the organization.

### Conceptual Framework

This conceptual framework aims to find out the relationship between the influence of the independent variable (independent), namely the organizational commitment of the dependent variable (the Citizenship Behavior (OCB)). The influence between these research variables can be described in the conceptual framework as follows.

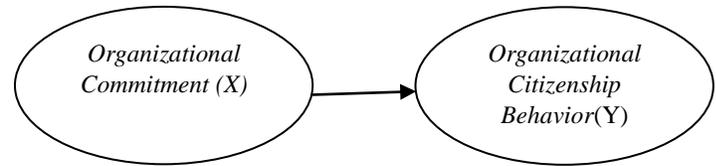


Figure 1. Conceptual Framework

### Hypothesis Development

Organizational commitment is a trust and a strong acceptance of the values contained in the organization, the desire to work hard, and maintain membership in the organization concerned, which means having a strong desire from members to remain in the organization or a psychological bond with organization. Thus if an employee likes the organization where he works and wants to advance the organization and give more effort then there is the possibility of an Organizational Citizenship Behavior. Based on these propositions, the following research hypotheses are developed:

Research Hypothesis:

*There is an influence of organizational commitment towards Organizational Citizenship Behavior.*

### METHOD

This research is an explanatory quantitative research in which this study explains the relationship between organizational commitment with OCB. This research was conducted for two months in several public sector organizations. The sample in this study were employees in public organizations that have worked for at least 2 years totaling 200 employees. Data collected through questionnaires that have been prepared. The analytical tool used in this study is the structure of equation models (SEM) using AMOS. Indicators used in this study to measure commitment (Mayer & Allen, 1997) are Affective Commitment, Normative Commitment, Continuous Commitment. Whereas OCB is measured by Altruism, Conscientiousness, Sportmanship, Courtesy, Civic Virtue (Organ, 2003).

### RESULT

In this section, we will discuss a series of test results such as testing the validity, reliability and analysis of the results using the structural equation model.

Table 1. Reliability Result

	Variabel	Alpha Cronbach	Description
Exogenous	Organizational Commitment	0,826	Reliable
Endogenous	Organizational citizenship Behavior	0,805	Reliable

Source: data processed, 2019

In this study, the hypothesis developed will be tested by

statistical testing to provide answers to the research hypothesis that was developed, based on the results of the test, can be seen in table 2.

Table 2. Hypothesis testing

Hypothesis	Independent Variable	Dependent Variable	Value	C.R	P-Value	Description
1	Organizational Commitment	Organizational Citizenship behavior	0,211	2,415	0,023	accepted

Source: data processed, 2019

In this study, the relationship of influence between variables can be seen in Table 2 showing the effect between the independent variable and the dependent variable. The results of this analysis indicate that Organizational Commitment has an influence on Organizational citizenship Behavior ( $p < 0.05$ ). These results indicate that the first hypothesis of the study was accepted.

## DISCUSSION

The results of the regression analysis showed that Organizational Commitment affected Organizational Citizenship Behavior. The relationship shown by the regression coefficient is positive, meaning that the better the Organizational Commitment, the Organizational Citizenship Behavior will increase. Organizational commitment is a trust and a strong acceptance of the values contained in the organization, the desire to work hard, and maintain membership in the organization concerned, which means having a strong desire from members to remain in the organization or a psychological bond to organization. Thus if an employee likes the organization where he works and wants to advance the organization and give more effort then there is the possibility of an Organizational Citizenship Behavior. The results of this study are in line with previous research conducted by Albert Kurniawan (2015) which states that there is a significant effect of Organizational Commitment on Organizational Citizenship Behavior. So it can be concluded that Organizational Commitment influences Organizational Citizenship Behavior for employees.

## CONCLUSION

Based on the results of the study it can be concluded that organizational commitment will improve organizational citizenship behavior. This can be a concern of how an organization increases the organizational commitment of its employees so as to be able to create OCB on its employees that affect the performance of good employees. This research is limited to public sector organizations, future research can be carried out by examining organizations in other sectors such as manufacturing or services.

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