

The Relationship of Organizational Commitment with Organizational Citizenship

Salsabila Sarsa Alifa^{1✉}, Laila Listiana Ulya²

¹Department of Psychology, Universitas Negeri Semarang, Indonesia

Keywords

Organizational Commitment, Organizational Citizenship Behavior

Abstract

Employees with high OCB levels are able to increase productivity and provide a good future for the company. OCB can be influenced by internal factors and external factors. One of the internal factors that influence OCB is organizational commitment. This study aims to determine the relationship between organizational commitment and Organizational Citizenship Behavior. Using a correlational quantitative approach, this study involved 141 production employees at PT. X Semarang was selected through a purposive sampling technique. The research data was taken using the organizational commitment scale and the OCB scale. Furthermore, the data were analyzed using the Kendall or non-parametric correlation technique. The result of the correlation coefficient between organizational commitment and OCB variables is 0.153 with a significance level of $p=0.005$ where $p<0.05$. These results indicate that there is a positive relationship between organizational commitment and OCB. So it can be concluded that the production employees of PT. X Semarang has a good commitment so that employees are able to show good OCB to fellow employees and to the company.

✉Correspondence address:
E-mail: salsabilaalifia1008@gmail.com

P-ISSN 2252-6838
E-ISSN 2964-4135

INTRODUCTION

The key to organizational success is when organizational members are able to contribute actively and constantly to the design and implementation of work that has been given in achieving organizational goals (Prihatsanti & Dewi, 2010). In addition to actively contributing to an organization, Human Resources are expected to be able to do things that are initiative or voluntary, where this behavior is called Organizational Citizenship Behavior (OCB) which is able to support the progress of an organization (Saraswati & Hakim, 2019). The implementation of Organizational Citizenship Behavior can be seen when organizational members have self-sacrificing, proactive, and initiative behaviors when working to achieve the goals of the organization where they work (Achmad & Izzati, 2020). OCB is a form of behavior that does not include individual obligations, but if done can make a positive contribution to the organization (Kurniawan & Daeli, 2021).

According to Organ, et al in Bies (2014) OCB is a form of behavior of individuals who have the freedom to contribute beyond the obligations or work that has been given to them. In recent years, textile companies in Indonesia have increased according to Industry Minister Agus Gumiwang Kartasasmita, revealing that textile (Textile and Textile Products) exports from January to October 2021 increased by 19% to USD 10.52 billion (K. P. R. Indonesia, 2022). Chairman of the Indonesian Textile Association (API) Jemmy Kartiwa Sastraatmaja stated that the national textile industry experienced a very good recovery after the peak of the Covid-19 pandemic. This recovery can be seen from the increase in utilization, the majority of which has reached more than 70% (Bangsa, 2022).

According to a report from the United Nations Industrial Development Organization (UNIDO), Indonesia ranks ninth in manufacturing value added which means Indonesia has increased from the previous year. Currently, Indonesia's ranking is the same as Brazil and the United Kingdom. Indonesia also ranks high above Russia, Australia, and other ASEAN countries (S. K. R. Indonesia, 2022). In 2019 PT. X Semarang experienced problems in achieving production targets. It is explained that PT. X Semarang experienced a decrease in production from July to December (Sulistyaningsih, 2020). Then in the study, it was explained that there was a decrease in work productivity in employees caused by low work motivation in employees which ultimately affected employee performance.

Low employee performance can have a negative impact on the progress of the company. Then Pramukti (2019) stated that motivation is one of the factors that affect organizational commitment and employee performance. In line with that, Widyaningtyas (2018) revealed that PT. X Semarang is still continuing to develop an employee work appraisal system because there are obstacles in determining what kind of employee criteria will get Incentive Reward as a form of gratitude and support from the company to employees. Where one of the factors that affect employee performance is organizational commitment. This is in line with research conducted by Fikri et al (2021), namely organizational commitment has a positive influence on employee performance.

The existence of problems in the textile industry requires employees to be able to work more effectively so that company targets can be met. Therefore, employees are expected not only to do tasks that are in accordance with their job description, but also to be willing and able to do other tasks outside their job description (Pratiwi, 2020). Then Dotulong & Andriany (2021) revealed that employees do not always have to work according to their job description (intra-role), but at certain times employees are expected to be able to do work outside their job description (extra-role). Therefore, Organizational Citizenship Behavior (OCB) has an important role in supporting high-performance HR practices because it involves the extra role of employees in the organization (Bismala, 2021).

The emergence of OCB behavior can be influenced by two factors, namely internal factors and external factors. Organizational commitment is one of the internal factors that can affect OCB (Yohannes et al., 2022). Organizational commitment is a form of condition felt by employees that can cause strong positive behavior towards the organization (Sengkey et al., 2018). Jaya (2017) revealed that employees who have a high commitment will be more work-oriented will tend to help and be able to work together, which is part of Organizational Citizenship Behavior (OCB). So important is this that some organizations dare to include an element of commitment as one of the conditions for holding a position or position offered in job advertisements (Atikah, 2020).

High commitment to employees will make them more stable and productive at work so that they will bring benefits to the organization (Umam & Setiawan, 2019). Several studies such as Yuliani & Katim (2017) revealed that organizational commitment has a positive and significant effect on employee Organizational Citizenship Behavior. Then research by Destiny & Ali (2020) explains that there is a positive influence of commitment to OCB. Likewise, research conducted by Yohannes et al (2022) shows a positive and significant relationship between organizational commitment and OCB.

Research on organizational commitment and Organizational Citizenship Behavior has been done before, but researchers will continue to conduct research on the same topic because researchers find differences in results from previous studies that show no relationship between organizational commitment and OCB. Such as research conducted by Pertiwi & Kistyanto (2016), Sengkey et al (2018), and Ristiyani (2021). The three studies used different research subjects, but the results shown were the same, namely there was no relationship between organizational commitment and OCB.

Based on the description above, it can be concluded that there are differences in the results of previous studies on the same topic, namely organizational commitment and organizational citizenship behavior. Therefore, researchers feel the need to conduct further research on the same topic, namely the relationship between organizational commitment and organizational citizenship behavior.

METHOD

There are two variables studied, namely organizational commitment and Organizational Citizenship Behavior. In this case, organizational commitment becomes a variable factor that causes the emergence of Organizational Citizenship Behavior intentions. Organizational commitment is a relationship between employees and their organizations, where employees show high loyalty to achieve organizational goals. Organizational Citizenship Behavior is a voluntary action carried out by individuals without expecting rewards or rewards to contribute continuously beyond the job description set by the organization.

A total of 141 production employees were the subjects of the study. In this study, researchers used purposive sampling as a subject selection technique. In order to measure the variables involved in this study, researchers used psychological measuring tools in the form of scales, including the scale of organizational commitment compiled based on aspects developed by Mowday, et al (in Ingarianti, 2015) namely identification, involvement, and loyalty and the scale of Organizational Citizenship Behavior which was compiled based on five aspects developed by Organ et al, (in Bies, 2014) The five aspects are altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Data analysis was carried out using kendall tau non-parametric correlation analysis techniques. The validity test is performed by pearson correlation item analysis. For reliability tests performed with Cronbach's alpha analysis.

RESULT DAN DISCUSSION

The research data was taken using the organizational commitment scale and the Organizational Citizenship Behavior scale. The organizational commitment scale consists of 39 items with an item-total correlation coefficient that moves between 0.290-0.734 and Cronbach's alpha reliability coefficient of 0.935. The OCB scale consists of 26 items with a moving item-total correlation coefficient between 0.401-0.758 and Cronbach's alpha reliability coefficient of 0.916. The data analysis technique in this study uses Kendall tau non parametric correlation techniques, because the data is not normally distributed (Jainuri, 2019).

Table 1. Hasil Uji Hipotesis

Variabel		KO	OCB
1.	KO	Kendall's Tau B	-
		p-value	-
2.	OCB	Kendall's Tahu B	0.153
		p-value	0,005
All test one-tailed for positive correlation			
	*p<005	**p<.01	p<.0001,one-tailed

The study obtained a significance level of $p = 0.005$ where $p < 0.05$. These results show that there is a relationship between organizational commitment and OCB. The results of the Kendall tau correlation test also showed a correlation coefficient of 0.153. These results demonstrate the direction and strength of the relationship between organizational commitment and OCB. Where the strength of the relationship between variables x and y falls into the very weak category. This is in accordance with the correlation coefficient criterion according to (Jonathan, 2022). Then Jonathan (2022) stated that the direction of the relationship between variables x and y can also be seen from the correlation coefficient, which is 0.153. Where the range of values for the correlation coefficient is -1.0 to +1.0. This means that the value of 0.153 is not less than -1.0. Thus, the relational direction of this correlation is positive.

This means that when variable x is high, then the value of variable y will also be high. So from Kendall's analysis test, it can be concluded that H_0 was rejected and H_a was accepted. So it can be concluded that there is a positive relationship between organizational commitment and OCB to employees. This is in line with research conducted by Dewata & Mirawati (2022) on five journals that have been reviewed, where these five journals have different research subjects, including nurses, administrative employees, BPTPM employees, Education Office employees, and vocational teachers. The existence of differences in the subjects of this study did not show differences in the results of this study. The results shown by the five journals are that there is a close relationship between organizational commitment and OCB and organizational commitment to form OCB.

Siallagan (2023) conducted research on employees of PT. Beautiful Halmahera Nusantara. What is shown in the study is that there is a positive relationship between organizational commitment and OCB. OCB is most visible in employees of PT. Indah Halmahera Nusantara is altruism i.e. please help behavior. This is in line with research conducted by Wicaksono & Indriyaningrum (2022) that there is a positive influence between organizational commitment and OCB on BAPENDA Semarang City employees. The organizational commitment of BAPENDA Semarang City employees is shown by the responsibility for the completion of the assigned tasks and OCB is shown by the good relationship established between employees. Then the research conducted by Wuryantika (2022) also showed there is a positive influence between the

organization's commitment and OCB. OCB Employees of PT. Build Contractor Copyright is shown when they choose to work overtime to complete the work.

The average index value of organizational commitment variables is in the medium category with an average index value of 72%. It is known that the identification aspect is in the high category with an index value of 76.23%, this is because the index value per item in the identification aspect is mostly in the high category with a value range of 74%-85%. This shows that employees adhere to the company's values, vision, mission, and goals and believe that the rules made by the company are in the common interest. Then in the aspect of engagement, an index value of 70% was obtained so that it was in the medium category. This is because the index value per item in the aspect of majority involvement is in the medium category with a value range of 62%-69%.

In the last aspect, namely loyalty, an index value of 69.92% was obtained so that the loyalty aspect was included in the medium category. With an index value per item in the range of 65%-69% which is included in the medium category. This shows that employees are willing to actively participate, happy when involved in the decision-making process in the company, comfortable at work, and do not think about leaving their jobs. On average, the OCB index value is in the high category with an average index value of 77.4%. It is known that the five aspects are in the high category with index values of 76.4% (altruism), 78.8% (conscientiousness), 75.8% (sportsmanship), 79.4% (courtesy), and 76.8% (civic virtue). This indicates that the employee has a high OCB.

Behaviors shown such as being willing to help colleagues when experiencing difficulties, willing to accept additional tasks or work hours for the benefit of the company, willing to develop self-competence for the betterment of the company, and willing to protect the company when threatened. Organizational commitment to employees is demonstrated by a sense of responsibility to complete their tasks and a good relationship with employees or superiors. Employees who show good identification, engagement, and loyalty to the company tend to have high organizational commitment. When employees have high organizational commitment, employees tend to exhibit voluntary behavior or OCB both to fellow coworkers and to superiors.

According to Halimsetiono & Santosa (2021), the identification aspect that explains the acceptance of company values by employees is in line with the OCB aspect, namely sportsmanship and civic virtue which is also shown by the behavior of individuals or employees who comply with the values in the company. Then the aspect of involvement in organizational commitment is in line with the aspect of altruism and courtesy in OCB. Altruism and courtesy are shown by the behavior of individuals who always actively participate in activities organized by the company, participate in discussions regarding the interests of the company, and help colleagues both in personal and internal problems. And finally, the loyalty aspect of organizational commitment is in line with the conscientiousness aspect of OCB which is shown through behavior that is not easy to complain when facing difficult situations and prioritizes the company's interests above personal interests.

CONCLUSION

The conclusion obtained from this study shows that organizational commitment has a positive relationship with OCB in employees, that is, if organizational commitment is high, OCB in employees will be high. This is evidenced by the results of the Kendall tau hypothesis test obtained a correlation coefficient of 0.153 and a significance level of $0.005 < 0.05$ which shows that there is a positive relationship between organizational commitment and OCB in employees or H_0 rejected and H_a accepted, this study has limitations on the source of data taken, which is only primary data. Researchers should then be able to use or add secondary data to complement and add primary data sources. Then in the next research can use research subjects from the same company but with different divisions such as HR, finance, planning, trading, or technical divisions. Research subjects

may also be drawn from different levels such as staff, executives, senior executives, or assistant managers.

REFERENCES

- Achmad, A. N., & Izzati, U. A. (2020). The relationship between perceptions of organizational support and organizational citizenship behavior in employees in Pt X. *Journal of Psychological Research*, 7(3), 43–50.
- Atikah, A. (2020). Factors Affecting Organization Citizenship Behavior (Ocb) at Pt. Ching Luh Indonesia. *Journal of Management and Accounting*, 15(2), 281–294. <https://doi.org/10.32534/jv.v15i2.1531>
- Bangsa, R. P. (2022). Industri Tekstil Mulai Bangkit di Triwulan III Tahun 2021. *Gatra Com*. <https://www.gatra.com/news-532003-ekonomi-industri-tekstil-mulai-bangkit-di-triwulan-iii-tahun-2021.html>
- Bies, R. J. (2014). Organizational Citizenship Behavior: The Good Soldier Syndrome by Dennis W. Organ. *The Academy of Management Review*, 14(2), 294–297.
- Bismala, L. (2021). Tinjauan Literatur Secara Sistematis Terhadap Antecedent Organizational Citizenship Behavior. *Seminar Nasional Teknologi Edukasi Sosial Dan Humaniora*, 1(1), 512–527. <http://jurnal.ceredindonesia.or.id/index.php/sintesa/article/view/351>
- Dewata, Z. E., & Mirawati. (2022). PAn era of organizational commitment to the formation of Organizational Citizenship Behavior (OCB) in employees. *Affection: Journal of Psychology*, 1 (2).
- Dotulong, V. nadindra puspamaya, & Andriany, D. (2021). Pengaruh organizational citizenship behaviour terhadap kinerja anggota Kepolisian. *Cognicia*, 9(2), 112–120. <https://doi.org/10.22219/cognicia.v9i2.15770>
- Fikri, H. T., Wahyuni, R., Syahrina, I. A., Ade, F. S., & Mariana, R. (2021). Adversity Quotient, organizational commitment and readiness to change in improving employee performance during the Covid-19 pandemic. *Journal of Psychology*, 17(2), 102–113. <https://doi.org/10.24014/jp.v17i2.12556>
- Halimsetiono, E., & Santosa, W. N. (2021). Employee Organizational Commitment and Its Impact on Organizational Citizenship Behavior (OCB). *KELUWIH: Journal of Social and Humanities*, 2(2), 69–77. <https://doi.org/10.24123/soshum.v2i2.4082>
- Indonesia, K. P. R. (2022). Pulih dari Pandemi, Utilisasi Industri TPT Naik Jadi 70 Persen. <https://kemenperin.go.id/artikel/23435/Pulih-dari-Pandemi,-Utilisasi-Industri-TPT-Naik-Jadi-70-Persen>
- Indonesia, S. K. R. (2022). Indonesias Manufacturing Sector Has Biggest Contribution in ASEAN. <https://setkab.go.id/>
- Ingarianti, T. M. (2015). Pengembangan alat ukur komitmen organisasi. *Jurnal Riset Aktual Psikologi (RAP) UNP*, 6(1), 80–91.
- Jainuri, M. (2019). *Statistik Nonparametrik (2)*. 2, 1–15.
- Jaya, R. (2017). The Effect of Organizational Commitment on Organizational Citizenship Behavior (OCB) of Employees at Bptpm Kota Pekanbaru. 8(1), 10–19. <https://doi.org/10.24014/jel.v8i1.4404>
- Jonathan, S. (2022). Cara Menghitung Korelasi Dan Regresi Linier Dengan SPSS.
- Kurniawan, I. S., & Daeli, F. (2021). Psychological Empowerment Moderation Test on the Effect of Transformational Leadership on Organizational Citizenship Behavior of Food Industry SME Employees. *Journal of Business and Management Inspiration*, 5(1), 1–12. <https://doi.org/10.33603/jibm.v5i1.4374>

- Pertiwi, D. I., & Kistyanto, A. (2016). PAffect Job Satisfaction and Organizational Commitment to Organizational Citizenship Behavior (OCB) (Employees at PT PP (Persero) Tbk Supermall Pakuwon Indah Surabaya Project). *Journal of Management Science*. <https://doi.org/https://doi.org/10.33753/madani.v3i2.109>
- Pramukti, A. (2019). The Effect of Motivation, Competence, and Career Development on Organizational Commitment and Employee Performance. *Celebes Equilibrium Journal*, 1(1), 17–23. <http://journal.lldikti9.id/Equilibrium/article/view/270>
- Pratiwi, N. M. A. R. (2020). Meta-Analisis: Hubungan Antara Kepuasan Kerja dan Organizational Citizenship Behavior (OCB). *Psikostudia: Jurnal Psikologi*, 9(1), 11–17. <https://doi.org/10.30872/psikostudia.v9i1.3587>
- Prihatsanti, U., & Dewi, K. S. (2010). Hubungan Antara Iklim Organisasi Dan Organizational Citizenship Behavior (Ocb) Pada Guru Sd Negeri Di Kecamatan Mojolaban Sukoharjo. *Jurnal Psikologi Undip*, 7(1), 11–17. <https://doi.org/10.14710/jpu.7.1.11-17>
- Ristiyani. (2021). The Effect of Compensation, Organizational Commitment and Job Satisfaction on Organizational Citizenship Behavior (OCB) in Village Apparatus in Sadang District, Kebumen Regency. *Manajem Study Program, Putra Bangsa College of Economics*, 1–14.
- Saraswati, K. D. A., & Hakim, G. R. U. (2019). The influence of organizational commitment to organizational citizenship behavior at the Malang District Education Office. *Journal of Psychological Science*, 8(2), 238–247. <https://doi.org/10.17977/um023v8i22019p238>
- Sengkey, Y. M., Tawal, B., & Lintong, D. C. (2018). Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior (OCB) Pegawai Pada Kantor Sekretariat Daerah Kabupaten Minahasa Tenggara. *Jurnal EMBA*, 6(4), 3138–3147.
- Siallagan, E. A. (2023). The relationship between organizational commitment and organizational citizenship behavior (OCB) in employees of PT. Beautiful Halmahera Nusantara (IHN) Medan
- Sulistyaningsih, S. (2020). Strategies for Increasing Work Productivity through Leadership Style, Compensation and Work Motivation of PT. Mas Sumbiri Semarang. *Journal of Economics and Business STIE Anindyaguna*, 2(2), 145–157. <https://jurnal.stieanindyaguna.ac.id/index.php>
- Takdir, S., & Ali, M. (2020). The Effect of Organizational Commitment and Job Satisfaction on Organizational Citizenship Behaviors (OCB) (Case Study of Yapis in Tanah Papua Jayawijaya Regency Branch). *Journal of Management*, 6(1), 9–16. <https://doi.org/10.1515/9783110747232-009>
- Umam, M. R. K., & Setiawan, S. (2019). Simultaneous analysis of organizational commitment and organizational citizenship behavior to employee performance. *At-Tijaroh : Journal of Islamic Management and Business Science*, 5(1), 116–138. <https://doi.org/10.5220/0006889505590565>
- Wicaksono, R. A., & Indriyaningrum, K. (2022). The effect of work conflict, organizational citizenship behavior, and job satisfaction on the performance of Semarang City Bapenda employees (study at the Semarang City Regional Revenue Agency). *YUME: Journal of ...*, 5(2), 277–288. <https://doi.org/10.37531/yume.vxix.455>
- Widyaningtyas, D. (2018). Decision Support System for Giving Incentive Reward to Production Department Employees Using the Weighted Product Method at Pt. Mas Sumbiri.
- Wuryantika, A. (2022). The Effect of Organizational Citizenship Behavior (OCB) on Employee Performance Mediated by Organizational Trust. *Agility : The Lantern of Human Resource Management*, 1–9.
- Yohannes, C., Effendy, S., & Sahputra, D. (2022). The Relationship of Organizational Commitment and Organizational Culture with Organizational Citizenship Behavior in Santo Nicholas

School Medan. Journal of Education, Humanities and Social Sciences (JEHSS), 4(4), 2084–2092. <https://doi.org/10.34007/jehss.v4i4.1013>

Yuliani, I., & Katim, K. (2017). The effect of organizational commitment and job satisfaction on organizational citizenship behavior. Journal of Management and Business Research (JRMB), 2(3), 401–408. <https://doi.org/10.36226/jrmb.v2i3.74>