

MEDIATING EFFECTS OF ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) IN INDUSTRIAL SECTOR

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ABSTRACT

Organizational Citizenship Behavior (OCB) is a form of extra behavior from employees in an organization. This variable is interesting to study because based on its description, OCB behavior is voluntary but it is important for organizational effectiveness in achieving goals. Very tight competition in industrial sector organizations requires competing to improve quality, speed up production, maintain shipping cycles, and so on so that the role of extra behavior and employee commitment is needed so that the organization stays in the face of these competitors. This article presents the design of conceptual models and propositions to broaden understanding and knowledge of the role of extra behavior in the industrial sector. The concepts in this article combine various variables related to the role of extra behaviors such as personality, job satisfaction, and organizational commitment. It is expected that this conceptual model provides an overview and reference for conducting further research in the future and also provides direction for managers to consider the role of these extra behaviors.

KEYWORDS: Organizational Commitment, Personality, Job Satisfaction, OCB

INTRODUCTION

Organizations are the most essential elements of a society which play an important role in human life. Human resources are the most strategic asset of an organization. In new approach of management and organizational behavior, responsible, committed, brave, and wise workers are considered one of the most basic factors of organization success. In the area of organizational behavior, individual behavior in workplace and behavior's like assisting other employees are very important; one of these behavior's is organizational citizenship behavior (Jafari & Bidarian, 2012).

A characteristic of different individuals is one of the predictors in forming organizational citizenship behavior. Organ (1990), argues that individual differences are predictors who play an important role in an employee so that the employee will show their OCB. Studies in the past also found that work on affective states, suggesting that affective commitment, which involves affective feelings as a result of the employee's identification with the organization, plays an important role in OCB (George and Brief's, 1992).

This conceptual article tries to combine the two models in the previous research to create a new research model with different indicators of variable measurement. Previous studies such as Sesen and Basim (2014), show that the results of meditational tests support the relational model and show that job satisfaction has a strong impact on OCB-I and OCB-O, but the organizational commitment

mediates its influence on OCB-I partially and on OCB-O fully. This finding provides strong support for the theory that organizational commitment is an inclusive construct of job satisfaction. In conclusion, job satisfaction has a positive impact on commitment to school and OCB, and commitment mediates the relationship between job satisfaction and OCB. Whereas Purba et al. (2015), examined the mediation of organizational commitment on the relationship between personality and organizational citizenship behavior (OCB). The study was conducted in Indonesia with a sample of 300 foreign employees at cement plants located in 7 different places in West Java. In this study found affective commitment to mediate the relationship between extraversion and emotional stability and OCB (with a relationship between emotional stability and OCB-I after controlling extraversion as the only exception).

Today's organizations are constantly seeking ways to keep up with the incessant changes that is typical of the contemporary business environments. The transfer of information in the global market has brought about such changes as innovative and best practices, technological advancements and technical knowhow. This necessitated the need for organizations to continuously improve on their people, products, productivity and processes for sustained relevance in the industry (Ibukunoluwa et al, 2015). Based on this, research focuses on the industrial sector because organizational citizenship behavior is needed to improve organizational effectiveness and competitive advantage.

LITERATURE FRAMEWORK AND RESEARCH PROPOSITIONS

Figure 1 illustrates the proposed relationship between personality, job satisfaction, organizational citizen behavior (OCB), and mediation of organizational commitment. Influence between variables that exist in the research that has been done previously as follows:

Personality and Organizational Commitment

Erdheim et al. (2006) found how the five-factor model worked on a conversation in the help of disposition sources of organizational commitment. In particular, Extraversion emerged as the most consistent, fully significant predictor of organizational form commitment. This finding is supported by Panaccio & Vandenberghe, (2012) who not only extraversion, the dimension of consent, and neuroticism predict changes in organizational commitment in part through mediation to develop positive and negative affective states.

P1 : Personality has a positive effect on organizational commitment.

Job Satisfaction and Organizational Commitment

Based on research conducted by Srivastava (2013) with the aim of knowing the effect of job satisfaction on organizational commitment and exploring the results of moderation of trust relationships and locus of control on job satisfaction and organizational commitment. The results of the study have proven the hypothesis. The results obtained that job satisfaction are positively related to organizational commitment. Culibrk et al. (2018) also supports the above research, where the results of hypotheses showing job satisfaction will have a positive relationship with confirmed

organizational commitment and can conclude that there is a positive relationship, which is in line with the latest research in this field.

P2 : Job satisfaction has a positive effect on organizational commitment.

Personality and Organizational Citizenship Behavior (OCB)

Wang & Bowling (2016) examined the relationship between the two dimensions of the Big-Five personality (conscience and conformity) and OCB. Based on the two samples, found full support for the hypothesis that general awareness and conformity were positively related to OCB. Whereas Anjum et al. (2014) based on his research that personality factors contribute positively and significantly at all levels of OCB. Specifically Kumar et al. (2009) conducted a study of the relationship between personality traits, as expressed by the five-factor model, and overall OCB. The result, in general, supports FFM as a predictor of OCB. Current results indicate that the five-factor model serves as an informative framework in examining the disposition source of organizational citizenship behavior. In particular, awareness, consent and neuroticism emerged as the most consistent predictors, which were significantly related to OCB.

P3: Personality has a positive effect on organizational citizenship behavior.

Job Satisfaction and Organizational Citizenship Behavior (OCB)

Foot & Tang (2008) hypothesizes a significant relationship between job satisfaction and organizational citizenship behavior, based on existing theories and literature that support such relationships. Based on the findings of the relationship it proved significant, and H1 was supported. The study was supported by Jena & Gosmawi (2013) in his research showing that all five aspects of job satisfaction are important in predicting citizenship behavior that can benefit shift workers in the Odisha ferro-alloy industry, India. Managers in any sector, who care about achieving organizational goals, must pay attention to this aspect of job satisfaction in order to create a work environment where employees will be motivated to do their best.

P4: Job satisfaction has a positive effect on organizational citizenship behavior.

Organizational Commitment and Organizational Citizenship Behavior (OCB)

Individuals with a higher level of affective organizational commitment are more likely than individuals with lower levels of affective organizational commitment to engage in loyal boosterism but are no more likely to be involved in interpersonal assistance or individual OCB initiatives (Daly et al. 2014).

Dick et al. (2005) based on his research that affective and normative commitments were found to be significantly correlated with both components of OCB, while continuation commitments were not related to altruism and negatively related to compliance. People who are committed to effectively supporting their colleagues voluntarily because it is their desire or willingness to do so rather than a simple exchange-based relationship with the organization.

P5 : Organizational commitment has a positive effect on organizational citizenship behavior.
Role of organizational commitment as mediation

The role of mediating organizational commitment in the relationship of personality to an organization citizenship behavior (OCB) is seen in the research conducted by Purba et al. (2015), where it was found that affective commitment to mediate the relationship between extraversion and emotional stability and OCB (with a relationship between emotional stability and OCB-I after controlling extraversion as the only exception).

P5: Organizational commitment will positively mediate the relationship personality and organizational citizenship behavior.

Based on the research of Sesen & Basim, (2014), the results of meditational tests support the relational model and show that job satisfaction has a strong impact on OCB-I and OCB-O teachers, but the organizational commitment mediates its influence on OCB-I partially and on OCB-O completely. This finding provides strong support for the theory that organizational commitment is an inclusive construct of job satisfaction.

P5 : Organizational commitment will positively mediate the relationship job satisfaction and organizational citizenship behavior.

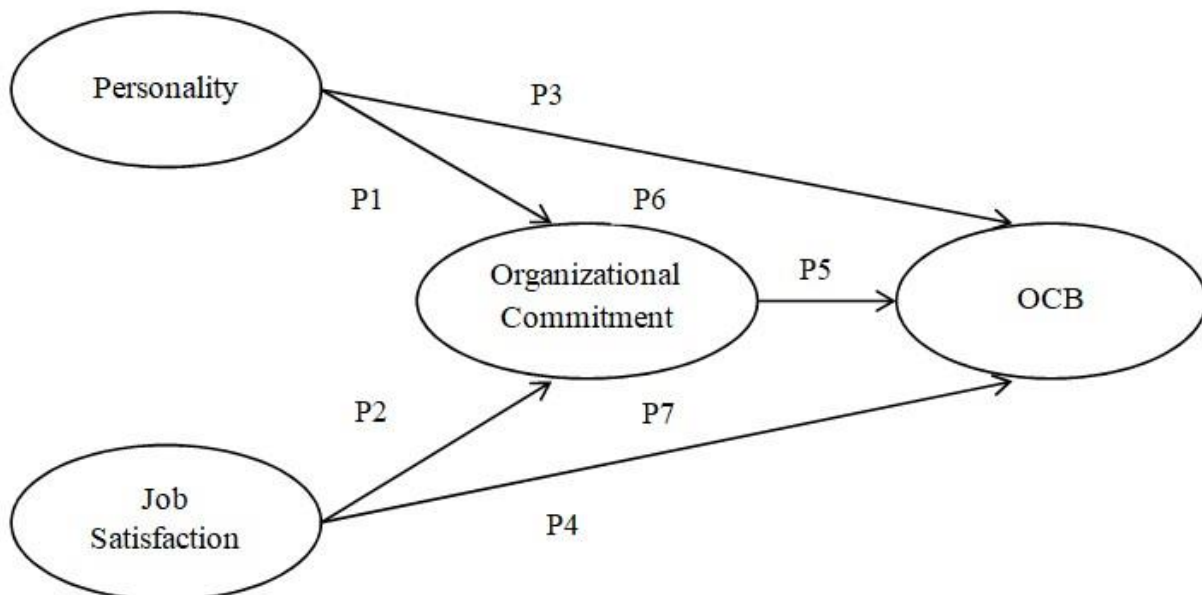


Figure 1 : Research Model

DISCUSSION

The theoretical framework presented in this paper is an attempt to explain the relationship between personality, job satisfaction, and organizational citizenship behavior. Using organizational commitment as a link source, this paper suggests that personality and job satisfaction facilitate organizational commitment which in turn influences organizational citizenship behavior.

This article focuses on showing that it is important to influence the mediation of organizational commitment to organizational citizenship behavior in achieving organizational effectiveness. The conceptual model that we hope can provide an overview and increase knowledge about various important variables that influence organizational citizenship behavior and can be used as a guide for future research.

Managerial Relevance

By understanding the conceptual model we propose, it can provide knowledge insights for managers in making policies and making efforts to improve organizational effectiveness by taking into account the four variables in the model. Rapid technological and industrial developments make it a challenge for managers. This article tries to provide knowledge to managers that improving the quality of human resources is important in facing these challenges.

Further Research

In future research, we hope to provide an overview of how this model applies to the non- industrial sector. For example in the public sector, where the agency does not have global demands such as in the industrial sector. In addition, it is necessary to develop this research model by relating performance. As in the study of Chelagat et al. (2015) there was a significant effect of OCB on performance.

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