EFFECT OF EMPLOYEE RESILIENCE AGAINST OCB: THE ROLE OF ORGANIZATIONAL COMMITMENT MEDIATION

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ABSTRACT

Human resources are a positive force for organizations to overcome challenges in the workplace and improve performance. Previous research shows that resilience is positively related to the attitudes, behaviors, and desirable employee performance such as organizational citizenship behavior (OCB). So, it will be interesting to understand the mechanisms underlying the resilience-OCB relationship and examine the mediating role of organizational commitment. The research method used was survey research by distributing questionnaires to 136 Inspector General employees at the Ministry of Law and Human Rights. This study uses structural equational modeling (SEM) analysis techniques. The level of measurement used in this study is the level of ordinal measurement and the scale used in the level of measurement is the Likert scale. The results provide empirical evidence for a positive relationship between resilience and OCB. The results also show that resilience influences organizational commitment. As hypothesized, the results also support the mediating effect of organizational commitment in the relationship between resilience and OCB, and explain the mechanisms underlying OCB resilience. Mediation is partial, which means that resilience affects OCB directly or indirectly through organizational commitment.

KEYWORDS: Resilience, organizational citizenship behaviour, organizational commitment

1. INTRODUCTION

Organizational citizenship behavior (OCB) is one of the most widely studied fields in industry-organizational psychology and human resource management literature (Podsakoff et al., 2009). In recent years, researchers have focused on exploring the positive constructs that affect OCB (Bakker & Demerouti, 2007). One such positive construction is resilience - the capacity of psychological resources, which is generally defined as an individual's ability to endure difficulties and, while facing difficulties, continue to live a functional and healthy life (Turner, 2001). Luthans (2002) defines resilience as a positive psychological capacity to recover, 'to rise again' from adversity, uncertainty, conflict, failure or even positive change, progress, and increased responsibility. Resilience is often seen as a matter of crisis or emergency management; the relationship between resilient workforce and its impact on organizational results is still not well understood by organizations (McManus et al., 2008). A crisis or difficulty for an employee can be a personal level problem related to work or family. Likewise, a female worker may face problems such as sexual harassment, glass ceilings, and lack of family support (Moran, 1994), which she may not be able to express.

The relationship between resilience and OCB is important given the rationality for OCB's significant relationship with organizational performance (Podsakoff & MacKenzie, 1997). Insights into resilience - OCB relationships can also explain how employees maintain their level of motivation to engage in OCB even in the face of difficulties. The level of employee commitment can play a mediating role in the OCB-resilience relationship because OCB is a discretionary behavior and identification of individuals with the organization influences the willingness and decision to do so. This study seeks to test and verify the relationship between resilience and OCB, and investigate the mechanisms underlying OCB-resilience relationships through organizational commitment.

The study was conducted on government organizations, in a period of time that demanded a change (reform) that was quite fast and significant. In order to support the realization of bureaucratic reforms that can improve the welfare of the community, public services and the community obtain legal certainty, then in one government agency namely the Ministry of Justice and Human Rights formed an Inspectorate General of Kemenkumhan in charge of organizing internal supervision within the Ministry of Law and Human Rights. Do not stop there, the Inspector General of Kemenkumham also has the responsibility to improve the performance of the ministry by providing guidance so that the work unit (Satker) becomes an Integrity Zone leading to a Region Free of Corruption and a Clean and Serving Bureaucracy Region. Based on Personnel Data, in 2019 the number of personnel in the Inspectorate General of the Ministry of Law and Human Rights was 206 employees, with a large number of work units and a total area of 1036 working units spread from Sabang to Merauke. In conditions such as employee limitations, HR is needed who can play an extra role, commonly called Organizational Citizenship Behavior (OCB). Therefore, the Inspector General of the Republic of Indonesia Ministry of Law and Human Rights requires extra role behavior, especially to anticipate the limitations of HR and the achievement of organizational performance targets. Based on the description above, researchers are interested to know the effect of Employee Resilience on OCB: The Role of Organizational Commitment Mediation on Inspector General employees at the Ministry of Law and Human Rights.

2. CONCEPTUALIZATION AND DEVELOPMENT OF HYPOTHESES
Resilience
A large number of studies have also considered various aspects of resilience (personal resilience, trait resilience, psychological resilience, emotional resilience, career resilience, and ego resilience) in the context of individuals and organizations (Block & Block, 1980; Block & Kremen, 1996; Bolton, 2004 Dulewicz, Higgs & Slaski, 2003; Fredrickson & Tugade, 2003; King, 1997; Waugh, Fredrickson & Taylor, 2008). Zautra, Hall and Murray (2010) assert that personal characteristics that lead to healthy outcomes after stressful situations determine the resilience process. This conceptualization was used to measure resilience in this study.

Existing literature presents evidence that resilience has organizational results. These include employee attitudes such as organizational commitment (Shin, Taylor & Seo, 2012; Youssef &

Luthans, 2007), job satisfaction (Ramlall, 2009; Vohra & Goel, 2009), and flexibility (Siu et al., 2009); employee behavior such as OCB (Toor & Ofori, 2010); employee performance and effectiveness (Luthans, Youssef & Rawski, 2011); psychological features or experiences such as self-awareness (Toor & Ofori, 2010), self-esteem (Ramlall, 2009), happiness and welfare of work (Wilson & Ferch, 2005; Youssef & Luthans, 2007), motivation (Youssef & Luthans, 2012), quality of life and work-life balance (Siu et al., 2009); physical and psychological health (Siu et al., 2009; Youssef & Luthans, 2012); and organizational attributes such as competitive advantage (Toor & Ofori, 2010), vitality and strategic agility (Lengnick-Hall & Beck, 2009), and leadership (Avey, Avolio & Luthans, 2011).

Organizational citizenship behaviour (OCB)
Organizational citizenship behavior is an extra role behavior, interpreted as an individual's contribution to work, which exceeds specified requirements and rewards for the promised work success (Aldag and Reschke, 1997).

Today's organizations, faced with employees who work in a dynamic environment, face challenges such as conflicts, difficult circumstances, setbacks, failures, and high organizational expectations on a regular basis. Positive events, career advancement, and increased responsibility can also test an employee on time (Luthans, 2002). In such situations, resilience is the capacity of resources psychological resources ensuring that employees can adapt to changes in the workplace and be emotionally stable when facing challenges (Tugade & Fredrickson, 2004). Rugged employees do not react strongly to adverse situations; they will instead respond calmly and with positive emotions. They have the ability to get meaning from their work, understand the intensity of the situation, and handle it firmly. As a result, they complete their tasks according to expectations and avoid creating problems for others while showing citizenship behaviors such as helping coworkers and actively participating in organizational politics. Ryff and Singer (2003) argue that resilience stimulates growth under difficulty. The ability of individuals to successfully deal with stress and develop under adversity drives positive results in terms of increased commitment and OCB.

Strong people are able to pursue new knowledge and experience and build deeper relationships with others (Luthans, Youssef & Avolio, 2007). The feeling of exploring new experiences (Tugade, Fredrickson & Barrett, 2004) motivates employees to build social relationships in the workplace and engage in activities that are outside of a predetermined job role. Furthermore, resilient individuals are more likely to experience positive emotions even in the midst of difficult situations. The literature shows that positive emotions are associated with positive outcomes at work (Fredrickson, 2001). Thus, it is expected that resilience in the workplace will encourage employees to get involved in OCB. Based on the discussion above, the hypothesis:

H1. Resilience has a positive effect on OCB

Organizational Commitment

Allen and Meyer (1991), define organizational commitment as the degree to which workers identify themselves and their involvement in the organization. resilience has been described as a positive response to stress (Luthar, 1993), which at work helps employees to remain immune to the adverse effects of stress and other difficult situations. This can also help employees to maintain positive emotions which can then be translated into affective attachment to the organization. Affective engagement enables employees to enforce psychological contracts with the organization so that they maintain their organizational commitment. King (1997) defines resilience as the magnitude of an individual rejecting interference that affects his work. In the crescendo model, King (1997) highlights career resilience as a component associated with affective career commitment. He emphasized the contribution of individual perseverance towards commitment to careers and organizations. Because perseverance is one of the important characteristics that determine resilience, it can be concluded that resilience will have a positive impact on organizational commitment. Another important characteristic of resilience is a meaningful life which also includes a meaningful work life.

Tough individuals can find meaning in what they do. This meaning in work has been found to be a major source of individual organizational commitment (Wrzesniewski, Dutton & Debebe, 2003). It is likely that the trust of employees is strong in themselves and in the work itself giving them encouragement to continue the organization. Youssef and Luthans (2007) support a positive correlation between positive resource capacity (hope, optimism, and resilience) and organizational performance and commitment.

With the aim of investigating the relationship between positive characteristics and attitudes of organizational interests, Vohra and Goel (2009) measured the effect of resilience on organizational commitment and found that resilience was positively related to affective and NC but no resistance relationship was found with CC. . There are several other studies (such as Mansfield, Beltman, Price & McConney, 2012; Ramlall, 2009; Shin, Taylor & Seo, 2012; Toor & Ofori, 2010) that have talked about one or more forms of commitment as a consequence of resilience. However, the three components of organizational commitment reflect the psychological mindset associated with the organization and can be present simultaneously in individuals (Allen & Meyer, 1990). Allen and Meyer (1990), authors of the TCM model, and later, Solinger, van Olffen and Roe (2008) have determined that one's total commitment will reflect the 'net amount' of these three psychological conditions. The extant literature has explored the relationship between resilience and individual thought patterns; However, the relationship between resilience and total organizational commitment is not well explored. Hypothesis:

H2: Resilience has a positive influence on organizational commitment.

Organizational Commitment and OCB

There is a lot of research that has supported the relationship between organizational commitment and OCB. It is said that committed employees are more likely to engage in behaviors that support the organization. High-level identification with the goals and values of the organization and a strong desire to maintain membership requires a willingness to exert efforts in the interests of the organization (Mowday, Steers & Porter, 1979). Social exchange theory (Blau, 1964) also supports a positive relationship between commitment and OCB. Employees who experience positive exchanges with the organization will respond with a higher level of commitment and also contribute through other means, for example, by showing a higher level of OCB (Cohen & Keren, 2008). Salehi and Gholtash (2011) found a positive effect of commitment to OCB in a sample of university teachers in Iran. Hypothesis:

H3. Organizational commitment has a positive effect on OCB.

Mediating Effect of Organizational Commitment

Organizational commitment is suggested as an attitude of intervention to build, mediate and determine various outcomes (Iverson, McLeod & Erwin, 1996; Wiener, 1982). Regarding OCB as well, many researchers (such as Ghosh, Reio Jr. & Haynes, 2012; Kim, 2014; Lehmann-Willenbrock, Grohmann & Kauffeld, 2013; Liu, 2009) have explored organizational commitment as mediators. Given the compelling reasons for hypotheses H1 through H3 (which also function as necessary conditions for mediation), organizational commitment is expected to act as a mediator. In the OCB-resilience relationship, it is stated that resilience helps employees to obtain positive emotions (Fredrickson & Tugade, 2003), which further enables employees to enforce psychological contracts and build attachment to the organization (organizational commitment) (McCarthy, 2008). Engagement in this organization helps employees to engage in organizational activities (such as OCB) voluntarily (Chen & Francesco, 2003; Organ & Ryan, 1995). Thus, the hypothesis:

H4. Organizational commitment mediates the relationship between resilience at OCB

The proposed relationship between resilience, organizational commitment, and OCB is shown in Figure 1. The mediation model illustrates (a) the direct effect of resilience on OCB, and (b) the mediating effect of organizational commitment on resilience-OCB
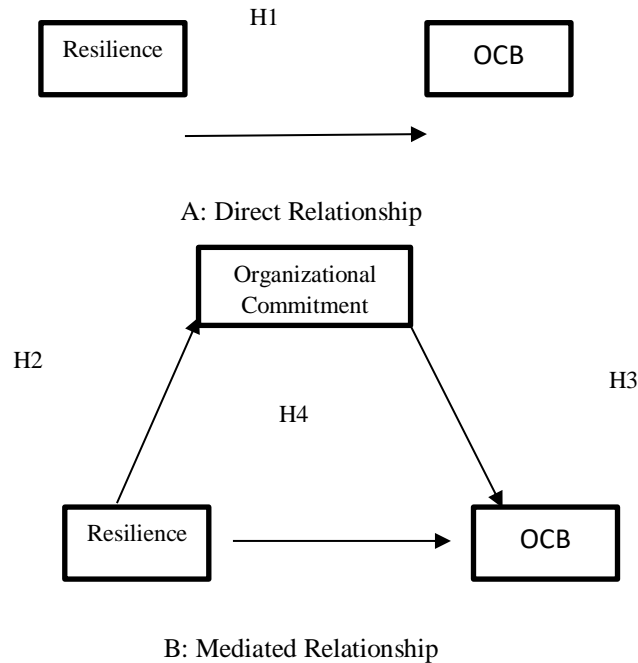
**Figure 1: Relationship between Resilience, Organizational Commitment, and OCB
Source: Paul et al. (2016).**

METHODOLOGY
Participants

The research sample consisted of employees (N = 136) who worked at the Inspectorate General of the Ministry of Law and Human Rights. A total of 136 questionnaires were distributed to respondents, namely employees with work periods of more than two years in the current organization. From 136 questionnaires, all of them can be returned with data that can be further processed. The sample of respondents received consisted of 84 employees (61.76%) who were male and 52 employees (38.23%) were female.

Measures
Resilience

To measure resilience, the Resilience Scale (RS-14) by Wagnild and Young (2009) was used. It consists of 14 items that are measured on a 5-point Likert scale. Scores on a scale ranging from 1 = strongly disagree to 5 = strongly agree. Cronbach's alpha value of Resilience is 0.9737. It can be seen the AVE value in Resilience is 0.7127, this means that the variables are valid and the research can be continued.

Organizational Commitment

Organizational Commitment is measured by the Organizational Commitment (OC) questionnaire suggested by Meyer and Allen (1990). The questionnaire contained 24 items (8 items for each dimension) which were measured on a 5-point Likert scale. The cronbach's alpha value of WLB is 0.9555. So it can be said that data related to OC meets the reliability test requirements. The value of AVE OC is 0.7222, so that it meets the validity requirements.

OCB

The questionnaire consisting of 20 items was mainly based on the Morrison Scale (1995) proposed by Aldag and Resckle (1997). The items in the scale are designed to measure the five dimensions of OCB as identified by Organ (1988): altruism; courtesy; civil virtue; conscience; and sportive. Items are rated on a 5-point scale with scores ranging from 1 = strongly disagree to 5 = strongly agree Cronbach's alpha value of organizational commitment is 0.8967. The value of AVE of Organizational Commitment is 0.7691 and greater than 0.5, it can be ascertained that the data is valid.

Table 1. Reliability and Validity Test Results

Variabel	Cronbach's Alpha	AVE
Resilience	0,9737	0,7127
Organizational Commitment	0,9555	0,7222
Organizational Citizenship Behaviour	0,8967	0.7691

Source: Primary data processed

ANALYSES AND DISCUSSION

Table 2. Model Fit Results

Goodness of Fit Index	Hasil
FIT	0,6664
AFIT	0,5536
GFI	0,998
SRMR	0,1159

Source: Primary data processed

Based on the identification of the tests in the Model Fit table, it is known that the Measurement of Fit results from the research model conducted. From this test, FIT produces a significance level of 0.6664, this indicates the research model can explain RS, OC, and OCB at 66.64%. Means the model is good enough to explain the phenomenon being studied. Adjusted from FIT is almost the same as FIT. However, because there are two variables that affect service quality, it is better to use AFIT

(corrected FIT). Because the more variables that affect, the greater the value of the FIT. This is due to the proportion of diversity will also increase, so to adjust to the existing variables can use AFIT. AFIT value in this study of 0.5536 can be interpreted as RS, OC, and OCB can be explained by the model of 55.36%. Goodness Fit Index (GFI) aims to test whether the resulting model illustrates its actual condition. The range of values in GFI is 0 (poor fit) to 1 (better fit). The GFI produced in this study is 0.998, this shows that the model used in the study is very appropriate because the GFI value is close to 1. There is an SRMR value of 0.1159 that is not met, because the SRMR value must be ≤ 0.08. But if another test model used is the GFI test then the model can be said to be Fit because the GFI value is close to 1 (Hair et al, 2006). Overall the Measurement of Fit indicates that the research model used is acceptable.

Hypothesis Test

Table 3. Estimates of Path Coefficients

Variabel	Estimate	Std.Error	CR
RS → OCB	0,9024	0,0274	32,93
RS → OC	0,8967	0,0315	28,46
OC → OCB	0,2808	0,0613	4,58

Source: Primary data processed

1. **The result of test on the effect of Resilience on OCB**

The structural model results above were obtained from the Bootstraping results. The path coefficient value at the RS on OCB is 0.9024 and a critical ratio (CR) value of 32.93 is greater than 1.96, indicating that the direction of relationship between Resilience and OCB is positive and significant. It is consistent with the first hypothesis, so that it can be said that H1 is supported.

2. **The result of test on the effect of Resilience on Organizational Commitment**

The path coefficient value on RS at OC is 0.8967 and a critical ratio (CR) value of 28.46 is greater than 1.96, indicating that the direction of relationship between Resilience and Organizational Commitment is positive and significant. It is consistent with the second hypothesis, meaning that H2 is supported.

3. **The result of test on the effect of Organizational Commitment on Organizational citizenship behaviour**

The structural model results above were obtained from the Bootstraping results. The value of the path coefficient on OC on OCB is 0.82808 and a critical ratio (CR) value of 4.58 is greater than 1.96, indicating that the direction of relationship between Organizational Commitment and OCB is positive and significant. It is consistent with the third hypothesis, meaning that H3 is supported.

4. The result of test on the effect of Resilience on OCB dengan dimediasi oleh Organizational Commitment

To understand the influence of OC between Resilience and OCB, mediation analysis was carried out using a causal approach proposed by Baron and Kenny (1986). The causal variable for this study is Resilience, while the outcome variable is OCB and the proposed mediation variable is the OC dimension proposed by Paul et al. (2016). By using the Calculation for the Sobel Test to determine whether there is a mediating effect of OC on Resilience and OCB, the test results obtained a coefficient of 4.5225 and a p-value of 0.00006 ($p < 0.05$). This means that there is a mediating effect of OC variables on the relationship of Resilience with OCB. This is reinforced by the opinion of Hair et al (2006) which states that mediation requires a condition that is the influence between variables must be significant.

CONCLUSION

Today in an unstable business world, employees form the basis for almost all organizational results. Therefore, increased attention is needed to new measures to improve organizational results such as OCB. In short, resilience is an important ability for employees as proven in the results of this study. In fact, resilience emerged as a significant predictor of organizational commitment and OCB. Resilience is a relatively unique positive psychological capacity relevant to the workplace that can be measured, developed, and managed effectively to get the desired results Paul et al (2016). This research highlights the importance of resilience to the workplace and at the same time emphasizes the role of organizational commitment to encourage OCB.

Future studies of an experimental nature can be carried out to ascertain causality and establish the direction of causality. Also, the mediation model studied can be enriched by studying the influence of demographic variables such as gender, occupational nature, working conditions, etc. OCB is a diverse concept. While this study considers the OCB five-factor model, for a better understanding of the dynamics of OCB-resilience, we suggest an extension of this study by considering other OCB models.

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